PROPOSAL FOR STONE MOUNTAIN PARK

BY

THRIVE

Attractions Management LLC

TABLE OF CONTENTS

ii.

STATE OF GEORGIA

REQUEST FOR PROPOSAL

ISSUED BY THE STONE MOUNTAIN MEMORIAL ASSOCIATION

PROPOSAL OPENING: 2:00 PM, SEPTEMBER 8, 2021

Instructions to Offerors

All spaces below and in the attached "Proposal Letter" form are to be filled in with signatures supplied where indicated. Failure to sign Proposal Letter will cause rejection of the proposal.

Proposal of:

Name: Thrive Attractions Management LLC / Michael Dombrowski

Address: 3060 Mercer University Drive, #200, Atlanta GA, 30341

Telephone: 678-371-6951

Facsimile (if applicable): NA

Email Address: mdombrowski@thriveattractions.com

Submitted Proposal by Courier or by Hand to:

Chief Executive Officer's Office

Stone Mountain Memorial Association

2003 Robert E. Lee Blvd.

Confederate Hall Building

Stone Mountain, Georgia 30083

RFP Release Date: July 15, 2021

STATE OF GEORGIA

PROPOSAL LETTER

It is understood and agreed that this proposal constitutes an offer, which when accepted in writing by the Stone Mountain Memorial Association, and subject to the execution and delivery of a lease and/or management agreement by the Stone Mountain Memorial Association, will constitute a valid and binding proposal between the undersigned and the Stone Mountain Memorial Association.

It is understood and agreed that we have read the Stone Mountain Memorial Association's specifications shown or referenced in the Request for Proposals (RFP) and that this proposal is made in accordance with the provisions of such specifications. By our written signature on this proposal, we guarantee and certify that all items included in this proposal meet or exceed all such specifications. We further agree, if awarded a contract, to deliver goods and services which meet or exceed the specifications.

We understand and agree to abide by the provisions of Section 1.4 of the RFP regarding "Restrictions on Communications with Staff." We acknowledge that in accordance with Section 1.2 of this RFP, following the opening of Proposals discussions may be conducted by the Stone Mountain Memorial Association and/or their representatives with responsible offerors.

It is understood and agreed that this proposal shall be valid and held open for a period of one hundred twenty (120) days from proposal opening date.

PROPOSAL SIGNATURE AND CERTIFICATION

(Offeror must sign and return with proposal)

I certify that this proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of State and Federal Law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of the proposal and certify that I am authorized to sign this proposal for the offeror. I further certify that the provisions of the Official Code of Georgia Annotated, Sections § 45- 10-20 et. seq. has not been violated and will not be violated in any respect.

____ ________________________________

Authorized Signature Date

iii. General Information

3.10.2 General Information to Be Provided by Offeror

• Name, address and telephone number of the individual(s), partnership(s) and/or company(ies) submitting the proposal. Identify names of the principal(s) who will conduct negotiations with the SMMA on this procurement.

Michael Dombrowski, sole owner of Thrive Attractions Management

3060 Mercer University Drive, #200, Atlanta GA, 30341

Phone: 678-371-6951

The following is a proposal for a management contract between the Stone Mountain Memorial Association and Thrive Attractions Management LLC.

3.10 Information to Be Submitted by Offeror

3.10.1 Detailed Proposal Information

Stone Mountain Park is a unique natural resource within the State and is highly visible because of its location within Metropolitan Atlanta. It is visited each year by millions of people. Because the SMMA has a significant interest in understanding how an offeror would intend to operate the facilities, each offeror MUST provide information on the following which will be evaluated and assigned points as described in the Proposal Submission and Evaluation Section of this RFP: Offeror Description and Background:

• Describe your organization's current structure, its business background and the range of services currently offered.

NOTE ON FORMAT OF APPLICATION. Thrive Attractions Management LLC will be subcontracting with Crescent Hotel Management Services LLC. For ease of tracking, information describing Thrive within this application will be in a green font and information related to Crescent will be in a blue font.

iv Offeror Description and Background

In 2021, Michael Dombrowski formed Thrive Attractions Management, LLC (Thrive), a start-up based on his seasoned experience in financial institutions and attraction management with the purpose of engendering peak performance and greater success for the unique state resource that is Stone Mountain Park. "This seasoned start up" actually offers the Stone Mountain Memorial Association (SMMA) the most stable and experienced partner to run Stone Mountain Park for three reasons: 1) Thrive will be contracting with Herschend Family Entertainment to continue support for over 40 systems and processes including marketing systems, web pages, call center support, food and merch procurement, etc. 2) Thrive expects to maintain the vast majority of the current team whose ten senior leaders represent 150 years of experience running Stone Mountain Park. 3) Thrive is contracting with Crescent Hotel Management Services, LLC, (Crescent) a company that manages over 115 hotels including many resorts and has a successful track record taking over former Marriott hotels and resorts.

The name "Thrive" was not chosen lightly. It is the concept that embodies Dombrowski's approach to business enterprises, to the people who comprise them, and to the communities they serve. He has consistently applied his entrepreneurial drive and leadership skills to the growth and development of employees and to transforming working cultures into environments where people want to be and do their best. It's a model that embodies Thrive's mission statement "To Grow Goodness."

Dombrowski worked for Wachovia Bank and PNC Bank, two well-respected Fortune 500 banking institutions for the first 16 years of his career, running large corporate cash management centers. Multiple times in his career he has been told to "turn it around or shut it down." By engaging employees and improving organizational structures, he turned a 'sweatshop' environment into a desirable workplace. His division reduced employee turnover—one of the hidden costs of doing business—from between 80 and 90 percent to less than 10 percent.

After speaking on servant leadership principles and cultural change at a conference called Souly Business, Dombrowski was approached with a proposition by Joel Manby, CEO of Herschend Family Entertainment (HFE). Since Dombrowski specialized in transforming cultures, would he consider becoming the human resources director at Stone Mountain Park, a struggling attraction? HFE grew through acquisition where it purchased properties where guests were treated badly and employees treated worse; transforming those venues into environments where the contagious joy of serving was manifested was his mandate. Dombrowski worked with the team and helped take Stone Mountain Park from the worst-performing property within HFE on employee engagement and guest satisfaction to one of the best. The US average for employee engagement according to measures like the Gallup Q12 is 29% of employees fully engaged; for the last 12 years, Stone Mountain has had employee engagement scores over 70%. His next assignment as Vice President of Organizational Development for HFE was to take the same systems and processes that succeeded at Stone Mountain Park and implement them through the 10,000 employees at HFE.

In 2014, Dombrowski accepted the position of Vice President and General Manager of Stone Mountain Park. Since the park had experienced negative cash flow for the 7 preceding straight years, his assignment was to shut down HFE's operations at Stone Mountain. Instead, he was able to turn around Stone Mountain's financial performance for six straight years where the property regularly contributed over $8 million in annual EBITDA. This turnaround is especially remarkable because it happened during the same years where the park experienced social unrest and significant confederate controversies.

Dombrowski and his team of engaged leaders identified five key insights about the venue where organizational improvements could be made.

1. Stone Mountain Park is not one attraction, but a portfolio of different businesses each requiring its own unique strategy. Those include a hotel/business conference center and leisure tourist stays; Georgia's largest campground; two golf-courses, natural recreation amenities; a vehicle touring business (sky-lift, train, duck boats); museum management; a school field trip program; corporate picnics, light show operations, attractions and a themed-entertainment business concern. By managing Snow Mountain as its own unique business and responding during high demand period, the team quadrupled the profitability of this one business. Dombrowski expanded other businesses in the portfolio like the growing Georgia film industry. By intentionally marketing to location scouts

and creating a seamless filming experience, this business grew ten-fold. The campground business was taken from an $800K EBITDA business to $3.5M in EBITDA by creating Glamping experiences, expanding the number of RV sites and creating a tiered pricing structure. Parking revenue grew by $4 million dollars by intentionally marketing a natural wonderland 20 minutes from downtown Atlanta. This included pursuing partnership with organizations such as REI and Adventure Tours to elevate the recreational experience. Every unique business in the portfolio requires its own strategy for Stone Mountain Park to succeed.

2. Since Stone Mountain is a fixed attraction with its beauty always available, there is no urgency to visit. Coining the idea of 'beauty activated,' management created added reasons for guests to visit, including short-term events and seasonal activities such as Pumpkin Fest. Stone Mountain would always be there, but certain festivals would only be available for a limited time. For example, they took the success of July 4th and turned it into a week-long 4th of July celebration. Social media, digital marketing, and digital billboards allow for economically feasible micro-marketing campaigns to get the word out about each one of these limited time events. Treating Stone Mountain like a concession and hotel business like Yosemite would be a costly mistake for this property. The natural beauty and historic landmarks will not fill the hotel or campground or drive enough parking revenue on their own. During the times when natural areas and historic landmarks are the only attractions, only a few hundred people a day purchase tickets for the skyride. What drives tens of thousands of people to the park in a week is the themed entertainment such as Pumpkin, Christmas, and Snow Mountain. Knowledge and experience creating and marketing such experiences has been the single biggest driver of success at Stone Mountain Park.
3. A third insight came from studying the park's brand. Six years ago, after the initial confederate controversies and unrest events, a brand health survey showed that 81 percent of the metro area had a strong favorable view of the park, and 9 percent of the metro area had a strong negative view of the park. Minority groups had an even more favorable view of the park as a welcoming and inclusive environment. Atlanta knows that Stone Mountain is a place where we ALL come together. To focus on a positive message, Michael Dombrowski personally asked Andrew Young to make a preview video to the laser show that talked about the park as a peaceful and beautiful place for all races to come together. Atlantans felt that Stone Mountain was welcoming and inclusive, but management made an intentional effort using DJ endorsements to reach out to Hispanic, African-American, Korean, Asian and other populations. We invited everyone from listeners of The FISH to El Tigre's followers, and they came to the park.

4. A fourth insight revealed that Stone Mountain should focus on the things it offered that no one else had. The obvious feature is the mountain itself, a one-of-a-kind wonder in Georgia. But there are also acres of natural wonderland for hiking, walking and relaxing just 20 minutes from downtown Atlanta. In the past, the park had paid more attention to tourists than to local visitors. By promoting the advantages of purchasing an annual pass vs. a daily entrance fee, annual parking passes grew from 6 percent of cars to 30 percent. No one else has an 800-foot rock to project a show on, no one else has a campground in the metro area, no one else has a natural wonderland 20 minutes from downtown Atlanta, no one else has Snow Mountain near downtown. By focusing on what no one else has, we drove significant financial success.
5. The fifth insight was that the opportunity for significant growth was not in corporate group business that had historically generated the vast majority of profitable revenue. But instead, the biggest opportunity for growth was directly with **consumers** in the metro area markets within drivable range. Michael Dombrowski drove this transformation at the park. The hotel/conference center had concentrated on attracting Fortune 500 companies for meetings. At its peak, the hotel contributed $10 million in EBITDA and the attractions barely broke even. This has flipped to where the rest of the park drives the majority of the profit and the hotels barely break even. This was because of a combination of factors including the confederate controversies and the Marriott's rigid systems that did not work for the park. Imagine what could happen if both hotel and attractions were being managed to their greatest potential! Thrive's ten-year plan of self-funded investments in the attractions will drive success not only in the attractions, but will also fill the hotels and campground. This can and will happen under the vision that Thrive has for Stone Mountain Park.

Acting on these key insights, park leaders increased awareness of critical assets, added new ones, and overhauled operational and marketing strategies to fit each of the park's unique businesses.

An interesting addendum to this story is that Dombrowski became Area Vice President for Herschend Family Entertainment two years ago. In addition to Stone Mountain Park, he oversees management for Callaway Gardens, another property that was operating on a break-even cash flow. Similar to Stone Mountain, Callaway is a natural wonderland with no urgency to visit. Using the same plan of identifying key insights, employing 'beauty activated' enhancements and micro-marketing campaigns for seasonal activities, Dombrowski brought new life to Callaway Gardens. He launched a spring Flower Festival, an LED-light show of the 'largest Christmas Tree in the South,' a Pumpkin Festival and drawing more swimmers to the lake's 'beach within reach.' After two years, Callaway is having record financial performance significantly **exceeding** what Stone Mountain was able to achieve.

Callaway proves that Thrive's business model is no fluke. What worked at Stone Mountain and was adapted to Callaway Gardens can be used going forward in multiple facilities with equal success.

To understand the heartbeat of Thrive and its mission To Grow Goodness, you have to understand the legacy Herschend Family Entertainment (HFE) leaves at Stone Mountain Park and the desire to continue that legacy. Over the past 23 years, HFE has invested significantly in the employees and community around Stone Mountain. HFE has a strong commitment to its values. Fifty percent of every leader's performance appraisal is based on demonstrating the attributes of love from 1st Corinthians. There are strong systems and accountability to create a great place for employees to work and there is a strong focus on creating memories worth repeating for guests. HFE has a 501C3 named Share It Forward (SIF) that has invested over a quarter million dollars EVERY year into the employees of the park. HFE matched the dollars the employees contributed and invested other significant dollars into this charity. 80 percent of employees gave to SIF because they believed in what it did. SIF gave emergency assistance to employees who could not pay bills, helped with child care, medical bills and scholarships. HFE had a Health Advocate Nurse who had three roles: 1) Counselor, advisor, and chaplain to employees during hard times. 2) A bridge to care to connect employees to resources in the community when they needed help (anything from support groups to county housing assistance) 3) Promoting whole person wellness. HFE's Health Advocate Nurse program actually started at Stone Mountain Park with a grant Dombrowski won from the GA Baptist Healthcare Foundation in 2009; subsequently HFE took over financing the program and it expanded to all HFE properties. For years, SIF has paid for any Stone Mountain Park (SMP) seasonal employee who could not afford to see a doctor or dentist to get medical services (local doctors and dentists knew if the nurse sent them an employee, their bill would be paid). In the US population, 70% of those who start college finish it; however, in the disadvantaged communities around the park, that number is around 40%. Each year, qualified employees could receive SIF scholarships for $2,500 to help make sure they have the assistance they need to complete college. Thrive intends to not only maintain but also grow these scholarship programs to include mentorship programs. Of the ten executives currently running Stone Mountain Park, all of them either took pay cuts or turned down more lucrative opportunities because the values that HFE represents are so personally important to them. Thrive Attractions Management will continue HFE's legacy not only because it's the right thing to do, but it's the only reason a team of such strong and talented executives would stay at Stone Mountain Park. Thrive not only plans to continue to do what HFE had done, it plans to increase these charitable investments. Thrive will give 20% of its own profits (not Stone Mountain Memorial Association (SMMA) funds) to continue and grow the amazing charitable work HFE started at Stone Mountain Park.

Everyone is well aware of the dark history of Stone Mountain Park, and we cannot change the past. Dombrowski often tells his employees that for any ounce of hatred there ever was in the history of this park, it is our job to bury it with 1,000 tons of love. We do this by loving our guests, loving our community and loving our employees. It is going to take the right experience, the right strategy and the right heart to make Stone Mountain Park thrive.

The following matrix is intended to demonstrate how Thrive Attractions Management compares to a strong Hospitality, Food Service and Concessions Company:

COMPARATIVE ANALYSIS OF STANDARD OFFEROR VS. THRIVE

		Standard Offerors	Thrive
1	Knowledge and experience running hotels, conference centers and resorts.	X	X
	Thrive leadership has years of experience functioning in the owner relationship with the Evergreen & SMI in addition to experience creating a turnaround at Callaway's Lodge & Spa. Thrive specifically chose Crescent because of its strong experience with independent resorts & experience transitioning properties away from the Marriott.		
2	Knowledge and experience running golf courses.	X	X
	Thrive leadership has years of experience overseeing the two golf courses at SMP and the two golf courses at Callaway Gardens.		
3	Knowledge and experience running Campgrounds.	X	X
	Thrive's leader has been the architect of the extremely successful strategy at Stone Mountain's campground growing both the RV and Glamping business.		
4	Knowledge and experience running food concessions.	X	X
	Thrive not only has experience running food concessions at SMP and Callaway, but it also knows what strategies have worked at SMP and what strategies have failed.		
5	Knowledge and experience running full service dinning.	X	X
	Thrive not only has experience running full service dinning at SMP, the Commons, the Waterside and Callaway, but it also knows what strategies have worked at SMP and what strategies have failed.		
6	Knowledge and experience running merchandise locations.	X	X
	Thrive leadership not only has experience running merchandise and gift shop locations at SMP and Callaway, but it also knows what strategies have worked at SMP and what strategies have failed.		
7	Experience in public/private partnerships.	X	X
	Thrive leadership not only has experience with public/private partnerships, but has successfully managed the relationship with the SMMA through two amendments to the lease and securing bond funds for the park. The partnership has been exemplary.		
8	Experience operating in environmentally sensitive areas.	X	X
	Thrive leadership has years of experience managing in environmentally sensitive areas at Stone Mountain Park.		

		Standard	Thrive
9	Strong experience creating good customer service.	X	X
	Thrive leadership actually developed the programs such as the training and mystery guest programs that have helped make SMP so strong in this area. Crescent also developed its own hotel customer service system that has been very successful in their hotels and resorts.		
10	Strong experience creating good employee experiences.	X	X
	Thrive leadership actually developed the programs that are used through all of Herschend Family Entertainment to ensure high employee engagement, helping keep Stone Mountain Park's scores world-class levels above 70% top box engagement. Crescent is the top-rated hotel company in Glass Door for their great employee engagement.		
11	Strong Experience in outdoor recreation.	X	X
	Thrive leadership helped create the partnerships with groups such as REI and Adventure Tours and was the driving force behind the very successful recreational marketing campaigns.		
12	Experience running Snow Mountain.		X
	It took ten years to master the knowledge, skills and abilities to run a snow operation in the deep South. Thrive's current leadership was the driving force behind significantly growing this business by increasing capacity and creating a successful demand-pricing model.		
13	Experience creating themed entertainment.		X
	Since themed entertainment drives the most people to the park, this is one of the most important competencies needed. Thrive's current leadership has extensive experience developing and implementing themed entertainment that has driven people to both Stone Mountain Park and Callaway Gardens.		
14	Experience creating and running festivals.		X
	Thrive's current leadership has extensive experience creating, developing and running festivals directly and facilitating 3rd party festivals.		
15	Experience in the Atlanta market and Georgia.		X
	Thrive has extensive experience and deep insight into the Atlanta and Georgia market, what works to bring guests out and who those guests are.		
16	Experience successfully driving business at Stone Mountain Park.		X
	Thrive has experience creating events like Pumpkin Fest that have worked to drive significant business to Stone Mountain Park.		
17	Made strategic mistakes running SMP not to be repeated.		X
	Thrive's leadership has witnessed many mistakes being made at Stone Mountain Park and made mistakes not to be repeated. This experience has tremendous value to the park going forward.		
18	Deep insight and strong vision for SMP to help re-position the property.		X
	Because of the limitations and structure of the current situation, many key strategic moves to reposition the property have not been possible. Thrive is well-situated with the right plan to move the property forward under new possibilities.		
19	Experience developing and marketing school group & educational programs.		X
	Educational programs are not the most significant revenue drivers at Stone Mountain Park, but having insight into every business at the park is important.		

20	Experience creating, marketing and running a multi-media light show.	**Standard**	**Thrive** X
	Thrive has the insights and vision for this product going forward that will be critical to success.		
21	Experience running safety-critical mechanical operations like Skyride and trains.		X
	Thrive has the critical knowledge and experience to run these key attractions at the park.		
22	Strong Financial history.	X	\
	Thrive is a seasoned start-up and does not have a strong financial history, Crescent has a 20-year history and has no debt. Thrive also has no debt. In a management model where working capital is not necessary, the base of a strong financial background is not as critical. Note, Thrive gave itself partial credit in this sections (/ vs X) because of Crescent's strong financial history. The history of financial results Thrive's leadership has achieved is unparalleled.		
23	Strong relationship with HFE that will create a smooth transition.		X
	The fact that HFE is willing to support Thrive and set it up for success is critical to the transition process.		
24	Loyalty of current employee base creating stability in transition and keeping strong talent.		X
	The current very talented senior leadership team on park was all either hired or promoted by the current leader of Thrive. These personal relationships and trust will be critical to retaining current talent.		
25	Proven experience with a strong and successful relationship with the SMMA.		X
	The current leadership at Thrive has worked with the SMMA through incredibly demanding circumstances and not only maintained a positive relationship, but has helped both organizations through very challenging times.		
26	Strong plan and commitment to continue charitable work impacting employees and the local community.		X
	This may not be on any decision matrix for the SMMA, but it is part of the DNA of every leader on property and one of the big reasons they have stayed with the park through significant challenges. Retaining the culture of Growing Goodness is not only the right thing to do, but it is key for success going forward.		
27	Strong experience creating a welcoming and inclusive environment for all Georgians.		X
	Given the extreme sensitivity of the history of the park, there is no room to get this wrong. The current leadership at Thrive has been instrumental in creating a welcoming and inclusive environment for all Georgians.		
28	Experience managing and recruiting the film industry and creating seamless experiences for locations scouts.		X
	Thrive's current leadership understands the needs of this growing business and understands the complexity of the business to help continue to grow this market segment.		
29	Mastering pricing strategy in attractions to maximize the bottom line contribution.		X
	Thrive's current leadership has been able to grow revenue per guest significantly using demand pricing models and this will be critical to the park's success in the future.		

CRESCENT HOTELS & RESORTS DESCRIPTION AND BACKGROUND

Crescent Hotels & Resorts (Crescent) will contract with Thrive Attractions Management LLC to run the Evergreen Resort and Conference Center and the Stone Mountain Inn. Crescent Hotels & Resorts is a privately held company founded in 2001 by Michael George. Crescent is consistently ranked as one of the top 5 management companies in North America. Since its inception, Crescent has successfully operated over 80 independent hotels and over 30 resorts. Crescent has also successfully assumed management after other brands over 10 times, including 4 times in the past couple of years at Marriott-managed hotels. Crescent offers every aspect of hotel management including operations, sales & marketing, digital marketing, finance, project management, engineering, human resources, and more.

OTHER BUSINESS SPECIFIC BACKGROUND INFORMATION

• How would the Stone Mountain Park amenities and activities fit within your portfolio of existing business(es)? If the offeror has a formal business plan and is willing to share it with the SMMA, that would be helpful.

Stone Mountain Park will initially be the sole focus of Thrive Attractions Management. Thrive Attractions Management contracted with HVS, a global hospitality consulting firm, to find THE BEST partner in the country to run the hotels. Here is the background on how Crescent was chosen:

There were six potential hotel companies recommended by HVS and evaluated when choosing Crescent as a hotel partner to work with Thrive. Crescent was not initially the lead contender, but they significantly outperformed the other hotel groups in the evaluation process. The requirements were as follows:

1) Large enough to have buying power in the market and ability to handle the hotels.

2) Not so large that Stone Mountain would fall through the cracks.

3) Experience running independent resorts that are not flagged/branded, but also having experience running flagged/branded resorts if that becomes an option later.

4) Successful experience transitioning properties away from the Marriott brand.

5) Strong levels of staff maintained through Covid so company has the bandwidth to handle the hotel.

6) Strong reputation for being a great place to work.

7) Strong reputation for providing good customer service.

8) Strong reputation in the industry for excellence with strong references from hotels who have gone through similar transitions.

9) Offered a reasonable base management fee without significant additional junk fees.

10) Offered reasonable contract terms.

Crescent was the top #1 rated group in ALL 10 categories.

• Describe your organization's experience in operating and developing facilities in environmentally sensitive areas.

Thrive Attractions Management will be the strongest most knowledgeable partner the SMMA could possibly choose in this category. Its leadership team not only has experience operating and developing facilities in environmentally sensitive areas, it has 150 years of combined experience specifically running Stone Mountain Park and it fully understands the complexity, limitations and opportunities involved in operating and developing facilities in environmentally sensitive areas.

• How large is your portfolio and what is your company's or principal's equity interest in each operation? How has your company expanded (or contracted) over the past five years?

Thrive Attractions Management is a seasoned start-up whose sole focus will be Stone Mountain Park.

Crescent currently operates 115 hotels across the US and Canada (including new development). They are a pure third-party manager and do not invest equity or key money into any hotels. Crescent has continued to strategically grow over the past 5 years, ensuring they remain robust enough to continue to attract great talent and strong buying power but not grow so quickly that they cannot focus on each and every client.

• With what operations, and with what entities, have you had, and do you currently have, management relationships? Please provide the following for each: o Name of operation and description of facilities and services offered. o Date ownership and/or management began and date ownership and/or management ended (or date management agreement terminates, if applicable). o Name and address of owner and lender (if applicable); contact name and telephone number).

Thrive Attractions Management is a seasoned start-up whose initial sole focus will be Stone Mountain Park, but its leader currently has management relationships with the SMMA and Herschend Family Entertainment which have assured the continued successful operation of Stone Mountain Park (Herschend has agreed to contract to maintain all current operating systems). These relationships have been ongoing since 2007. Herschend Family Entertainment has pledged its support as Thrive envisions the path forward with Stone Mountain Park.

Crescent currently operates 115 hotels across the US and Canada. See Appendix A.

• Provide a list of operations and/or management contracts lost during the past five (5) years and the reason for each loss (if applicable).

Thrive Attractions Management initial sole focus will be Stone Mountain Park. Thrive has lost no contracts.

Crescent: In the hotel business, ownership change is common due to cyclical sales of hotels as real estate investments. Therefore, change in management companies at time of sale is a standard and common within the industry. See Appendix B.

• The SMMA expects a financially solvent entity acceptable to the SMMA to guarantee the lease. Please give the SMMA a detailed explanation of your organization's ownership structure and indicate which entity you anticipate providing the required guarantee. With respect to both the guarantor and the successful offeror, what continuing affirmative covenants would you offer in the following areas: o Minimum net worth, o Minimum working capital, o Debt, o Distributions, dividends, loans, and advances to the parent company, o Related party fee arrangements, and o Minimum insurance coverage.

Thrive Attractions Management is a seasoned start-up whose initial sole focus will be Stone Mountain Park. Thrive Attractions Management has no debt. As is normally the case in a management agreement, all working capital is provided by the owners, which in this case is the SMMA.

Crescent is not a publicly traded company and does not pay out distributions or dividends. The company is also 100% debt-free. During COVID, Crescent had the financial wherewithal to not lay off or furlough a single employee. Crescent continues to have financial stability and in fact, added additional leaders during and post-COVID. Additional information is available upon request.

v. Revenue Generation and Marketing:

• What do you see as the appropriate market orientation of the Stone Mountain Park amenities and activities being offered for lease to maximize their revenue potential (if different from that which exists today)? o How would a re-imaging/re-positioning of the Park fit into this strategy?

GENERAL BUSINESS APPROACH

Stone Mountain is a monadnock (an isolated mountain in an essentially level area) made of granite, an igneous rock composed largely of quartz. It is hard. Solid. Permanent.

A park is an area of land set aside for recreational and ornamental purposes for the public to enjoy. In this case, there are 3,200 acres of woodlands, water, and entertainment facilities. Thrive Attractions Management, LLC sees a future for Stone Mountain Park that is both solid and growing. Its vision is to protect and preserve its bedrock base (Georgia’s most visited attraction) and natural surroundings, while activating its beautiful, cultural, educational, and recreational appeal.

Thrive Attractions Management, LLC, headed by Michael Dombrowski, proposes to build on the successful management practices and site improvements made by Herschend Family Entertainment (HFE). As vice-president and present manager of the park, Dombrowski is in a unique position to understand the park's complex physical plant, multiple systems, portfolio of businesses and large employee base, and to guide a seamless transition of facility administration. HFE will continue to support all the systems and processes it currently administers. This will ensure a smooth process as Thrive identifies and implements systems that will make the most sense for the park's business. For example, 5 call centers currently support the park (Marriott has one for groups and one for leisure travel). The park has two call support areas on property (one for groups and one for the campground) and another call center in Branson to support general guests. Ultimately, it will be more efficient to consolidate all those into one call center on park with people who fully understand the property. Having overseen a fiscal turn-around ($8 million in profits annually after paying over $9 million in rent to the SMMA) while increasing employee engagement and visitor satisfaction, Dombrowski envisions strategic investment in the park's unique assets and resources to create a path to $30 million in EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) (see 10-year Capital Plan). ALL capital investments in this plan are completely self-funded by strategically re-investing 40% of the park's positive cash back into revenue-generating capital (this is a standard industry practice that has not been in practice at the park over the past dozen years due to the strategic uncertainty over the park's future).

Thrive will continue to focus on the 5 insights Dombrowski & his leadership team identified previously.

1. That SMP is an attraction that is always there, so urgency must be created to drive people to visit;
2. That while 81 percent of metro Atlanta holds a favorable view of the park, our task is to find ways to get them to visit the park;
3. Management should focus on the assets and resources that no one else has to offer;
4. While a business-to-business model had worked for the hotel/conference center in the past, increased attention to the business-to-consumer side is where there is an opportunity for exponential growth. Even the key to the hotel's growth is directly with consumers.
5. That Stone Mountain Park is not one attraction, but a portfolio of different businesses, each requiring a unique strategic approach.

The following are some of the recommended approaches to each of those unique businesses in the portfolio. These recommendations use the five guiding principles to help lead toward success:

SPECIFIC APPROACH TO EACH BUSINESS IN THE PORTFOLIO

- **Hotel Strategies going forward (see Appendix D – 10-year hotel pro forma):** Even though the hotels are not where Stone Mountain can experience exponential growth, there are numerous opportunities to significantly increase the profitability of these assets.

A) Leverage Crescent's experience moving resorts away from Marriott. Marriott hires great people, has a strong brand and has good customer service. However, Marriot has been extremely rigid and inflexible, creating significant financial performance challenges at Stone Mountain Park.

B) Efficiency will be a key for the hotel going forward. Marriott had heavy junk fees in its management of the hotel, creating a hotel that generated revenue, but very little profit. Crescent has a very efficient and lean model and has taken over Marriott hotels with favorable results. All of Crescent's references spoke about how efficient they were compared to the Marriott and how flexible they were compared to the Marriott and how they allowed the hotels to be entrepreneurial.

C) The Marriott had a one-size-fits-all "Sales Force One" model that was not effective for the Park. The hotel did not have dedicated sales people and the regional sales force was great selling into downtown hotels, but outlying properties like the Evergreen were hurt badly by this approach. Ultimately, the Evergreen helped pay for the sales people that sold business into downtown hotels. Stone Mountain was the big loser in the conversion to Sales Force One. This property needs dedicated sales people who wake up in the morning and go to bed at night thinking about how to drive sales to the hotel. If the Park does a good job driving people to attractions, the hotel sells out on weekends. This is the current trend and we don't anticipate this changing. Growing the attractions demand will help grow the occupancy rate on the weekends. Groups are needed to fill the other 5 days of the week. The key is strategically targeting the right types of groups who will come to the Evergreen. For purposes of this business plan, we are not assuming significant growth in the large corporate segment. The new dedicated sales team needs to focus on the SMERF business (Social, Military, Educational, Religious and Fraternal) which is not as impacted by park controversies. Small and mid-sized businesses are also a great target because their group business has remained consistent. The Evergreen also has a phenomenal conversion rate when we are able to get on-site visits from prospective clients; they see the beauty and they are sold. Having a dedicated sales team will help make sure this happens. There will not be an additional expense to do this; the fees previously paid for Sales Force One will simply be used to hire dedicated sales people.

D) The Stone Mountain Inn (SMI) needs one more inexpensive renovation (new wall vinyl and carpet). The SMI's biggest assets are its extremely large family friendly rooms right next to the family friendly attractions area. It's basically an "indoor campground" that caters to families wanting to stay together in the very large rooms. These families bring their cooler to go across the street to the laser show or stay at the Inn for quick access to attractions at Spring Break, Summer, Pumpkin Fest and Snow Mountain. All the large rooms should have trundle beds acknowledging the reality that often the entire family sleeps in one room. Ironically, during certain times of year when proximity to the park is highly desired, the Stone

Mountain Inn can demand a higher rate than the Evergreen. The Stone Mountain Inn should mirror the park's attraction schedule and minimize or curtail operations during other times (except when there are hotel buyouts at the Evergreen).

E) The experience at the hotels & the park attractions should be seamless. The Marriott does not permit web page integration, so currently there is not a seamless on-line experience to purchase tickets and reserve a room. Currently there are two completely separate experiences with the hotel and the attractions. There should be a resort fee so parking & certain park amenities are included with the hotel room (amenities like special seating at laser show, etc.). This is an opportunity to increase guest satisfaction, value perception and profitability.

F) At some point when the Evergreen meeting spaces are renovated, setting aside an area for a spa would create a revenue-generating opportunity in the $1 million-dollar range for the hotel.

G) If bond funds cannot be obtained, a phased renovation strategy using R&R (Repair and Replace Capital) may be necessary for the meeting space, restaurant, and lobby.

Campground Strategy Going Forward: A) Stone Mountain Park has the only significant RV campground in the metro area. With RV sites, the SMMA has a business with no real competition that sells out every weekend and has very high margins (with RVs people clean their own rooms and repair and renovate their own rooms). In phase one of a campground revenue plan, funds should be secured to add 100 new RV sites to trails G, H and I. On trails O and P, a sewer lift station and sewer hook ups should be added, along with more sites. This $3 million-dollar one-time investment can generate $1.5 million more in revenue annually. This 50% annual Return On Investment (ROI) is significantly better than the 20% industry standard ROI. B) In phase 2 of a campground revenue plan, the area from the current beach pavilion to the old beach should be built out with at least 20 cabins. Also, with the current Yurts (Glamping air-conditioned tents with beds) selling out most weekends, adding another 20 yurts along the lakefront will be extremely beneficial. C) Restoring the beach and adding paddle boards and kayaks will give campground guests access to this area and drive significant business. This one-time $3.5 million-dollar investment can generate $1.5 million dollars annually (this 42% ROI is significantly better than the 20% industry standard ROI on capital investments). The combination of these two strategies can grow the campground from $3.5 million to $6 million in bottom-line contribution. This plan assumes the funds to complete the campground renovation and expansion would be secured through bond funds and the revenue would be seen in 2024 and 2025 for each of these campground updates.

Golf Strategy Going Forward: Golf is a nice benefit with the resort and needs to be marketed more aggressively with package deals and hotel stays. Golf is not a high-growth industry since younger generations are not taking it up and without an affluent membership base, the goal of golf should be to maintain positive cash flow. As more courses around town go out of business, SMP is in a good position to cater to those who golf and love the game, but do not belong to costly exclusive clubs (SMP's biggest competitor is the Heritage Golf Club, and there are current plans to shut it down). For avid golfers, there is also an opportunity to continue to grow the membership program (this is different than a country club membership that comes with golf and many other amenities not possible at the park). If we are able to roll parking into the green fee, this could help reduce a current obstacle.

Festival and Events Business Going Forward:

Festivals such as Yellow Daisy, Highland Games, Country Living, Agha Khan and Big Green Egg show the competency the current park leadership has in seamlessly hosting large festivals. The park's proximity to the metro area, ability to park thousands of cars quickly and beautiful natural setting make it an ideal environment to host festivals. These festivals not only drive parking revenue, they also help fill the campground and hotels. The challenge that needs to be overcome is that it is expensive to rent stages, rent tents, rent generators, rent toilets, etc. for each festival separately. Upgrading the electric infrastructure around the current festival grounds will help reduce the cost associated with mobilizing the infrastructure required for a festival. In order to draw more 3rd party festivals, the park needs to find ways to reduce the fees associated with these festivals (current obstacles include six figures for heavy security fees, generator rentals, stage rental, tent rental, portable toilet rentals, etc.). Much of this infrastructure could be permanently built, significantly reducing the expense associated with having a festival at SMP. By reducing the overhead associated with 3rd party festivals, the park could significantly increase the number of festivals, especially during slow times such as the spring (see 10-year plan for recommended capital investment). Also, walk and run events could be significantly increased if we opened up our biggest asset, the mountain. If the route to the top of the mountain were approved for doing a charitable walk/run, this would increase the appeal of hosting these events at the park.

Natural Area, Recreational Business Going Forward: One of the most significant assets the park has is being a natural wonderland 20 minutes from downtown Atlanta. Prior to Dombrowski becoming the General Manager, recreational guests were seen as "non-paying" guests because they did not buy attractions tickets. The insight that focused on increasing these guests to the park and selling them annual passes increased the property's profitability by $4 million dollars in parking revenue. This is still critical to the property's success. A) Each year there is a unique recreational marketing campaign launched and this practice needs to continue. B) The park needs to keep up with how people use natural areas. The park rented row boats and made ten thousand dollars a year; when the park shifted to a partnership with REI to rent paddle boards and kayaks, revenue jumped to over $250,000. The waterfront building needs to be activated to allow guests to experience the park's beauty from the water (see 10-year Capital Plan for investment timing). Ultimately, a study needs to be conducted on how people currently experience natural areas and the park needs to make modifications to adjust to these realities. Additionally, the automated gates need to become connected to Peach Pass as an added benefit to this program.

School Group Business Going Forward: Prior to Covid, the park hosted tens of thousands of students for field trips. There are significant resources between Historic Square and events like the Native American Pow Wow. Prior to Covid, the park was in the process of making sure all field trips were coded and internally certified to meet Georgia's State standards of excellence for each grade level and subject. For example, a field trip can cover 3rd grade history standard or a skyride or laser field trip can meet an 11th grade physics standard. Clearly communicating which field trips hit which educational standards is key to marketing field trips to teachers. This team will have to be re-built post Covid. There is currently no demand for school field trips.

Group Sales and Corporate Picnic Business Going Forward: Prior to Covid, group sales and picnics represented around 2 million dollars in business. This team would have to be rebuilt post Covid since there are currently no resources dedicated to groups. Urgent and compelling product in the attractions area helps drive the group business.

Film Business Going Forward: Not all revenue dollars are created equal. It takes a million dollars in food revenue to drive $500K in profit. The $500K to $700K in film revenue goes straight to the bottom line and there is nothing but up-side potential in this business. An additional benefit of film revenue is the additional dollars the police force is able to make securing the film locations. Keys to growing this business: A) Maintain reputation with film scouts as being one of the easiest and most convenient places to film outdoors in the world. One phone call controls an environment completely at SMP; elsewhere that usually requires dozens of meetings and months of work. B) We've had an annual free conference for locations scouts where we give them access to hotel meeting rooms and we run tours of the film locations on park. This program needs to continue to grow and these relationships need to continue to be cultivated.

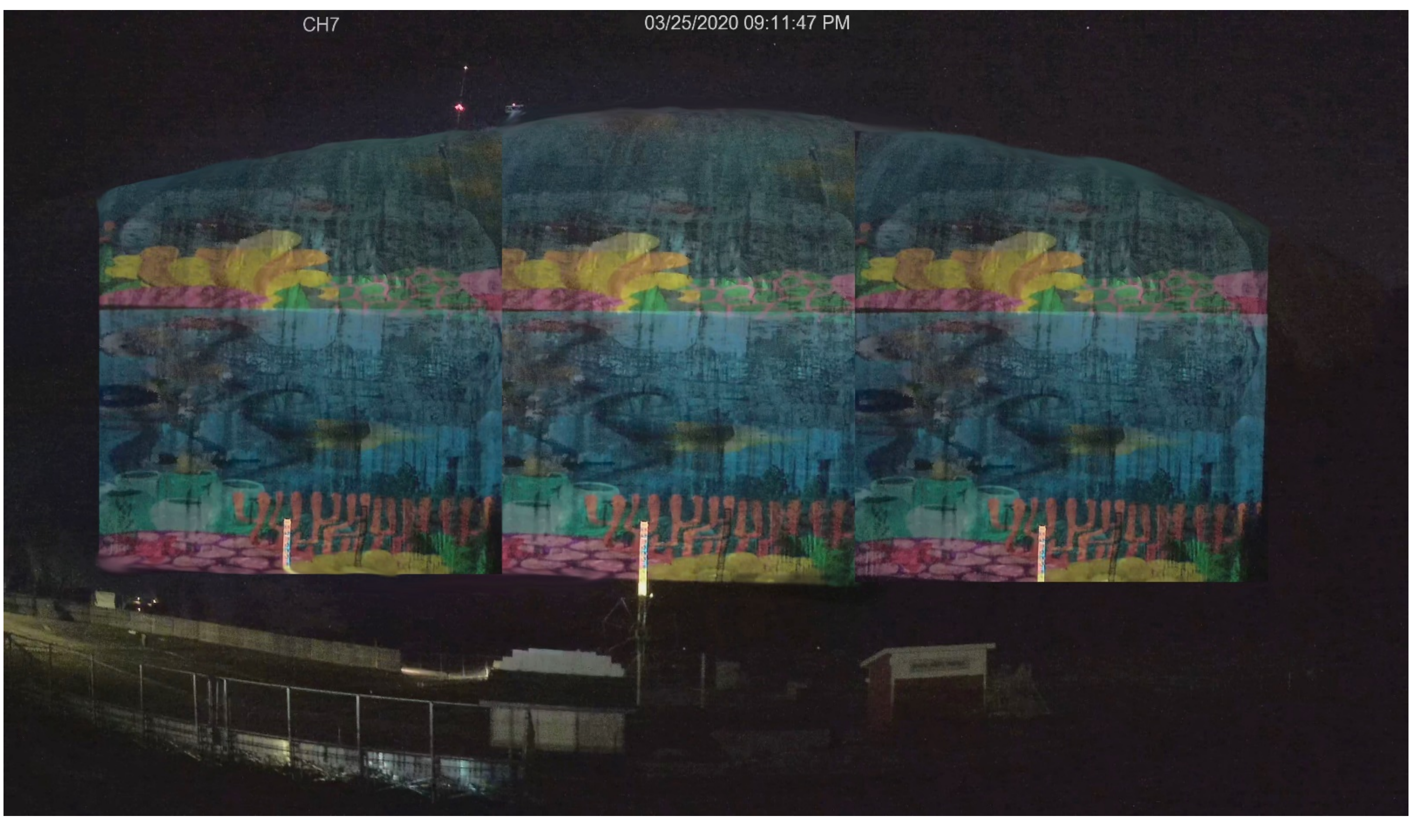
Snow Business Going Forward: The snow business is not for the faint of heart. It is an extremely complex business where no two days ever have the same snow conditions, through-put or capacity. It took 8 to 10 years to master this business and maintaining this knowledge and experience is critical. The most important and financially beneficial thing that needs to be done with Snow Mountain is to build a permanent snow location and structure (see 10-year Capital Plan for timing of building a permanent structure). Currently, the park spends $2 million dollars a year building a temporary structure and tearing it down. This also means the laser lawn is out of commission for six months a year. Given the growth strategy for the light show (see light show strategy) and the limited footprint of the Crossroads area to handle over 10,000 visitors at one time, this space on the lawn is critical to the future growth of the park.

This $6 million-dollar investment in a permanent snow structure will generate $3 million dollars in positive bottom line impact ($2 million in expense savings and $1 million in revenue by increasing capacity during Snow Mountain and creating a summer tubing experience during spring and summer).

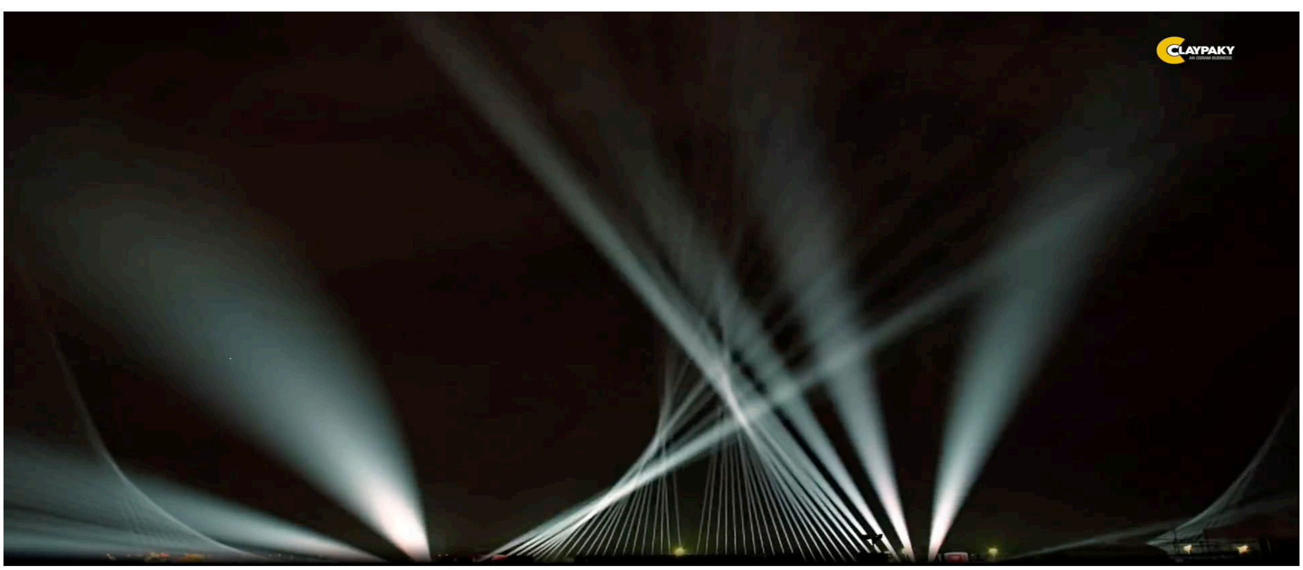
Light Show Business Going Forward: This Atlanta icon and tradition is almost 40 years old and is a key to the park's success going forward. However, much of the technology being used in this show is also 40 years old. The outdated laser technology used to create the current show could be compared to Rembrandt drawing with crayons. Technology that was once only available to Disney, Universal or the Super Bowl halftime shows has come down significantly in price and is now within reach for Stone Mountain Park. And yet, no one else in the world has an 800-foot-tall 1,600-foot-wide mountain ideally situated for an astounding immersive light experience that will leave guests truly inspired. New 4K projectors can be used to project on the entire face of the mountain instead of the current projection that focuses on the carving surface. This can increase the size of the projection surface by tenfold, increase the clarity by six times the current projectors and double the intensity of current projection. The processing speed and power of computers allows for 3D video mapping of the entire surface of the mountain which will allow for stunning 3D special effects and a scale the guests cannot experience *anywhere else in the world*. The price to get hundreds of synchronized drones is now 10% of the cost it was just a few years ago. Adding surround sound, fog, snow and additional fire effects can create a unique engaging and immersive experience. Surrounding guests with synchronized LED programable lights can create an unrivaled immersive light show adventure. This self-funded two phase $12 million-dollar investment in special effects hardware will drive people to the park all year long and fill the attractions, hotels and campground (see 10-year Capital Plan for timing of capital investments). Once the investment in the hardware is made, then programing for this light show can be changed and you can have different shows during Spring Break, Summer, Pumpkin and Christmas. Additionally, special shows can even be created for Valentine's Day, St. Patrick's Day, etc. Also, special shows can be created to draw from Atlanta's many cultures for events like Chinese New Year, the Indian festival of lights named Diwali, etc. You can catch special shows during limited times creating urgency to visit the park and building significant guest demand.

The following image shows the **current** projection field during the current laser show vs the proposal for the new lights show: Current projectors only use 10% of the surface with low clarity 2K projectors.

The following shows the proposed projection field which is ten times larger, has twice the brightness and six times the resolution.



Newest state of the art full color wide beam laser beam fixtures currently used in Europe:



Drone technology prices have come down drastically in the last few years allowing for hundreds of drones at a fraction the price. This creates unique opportunities such as drones is a summer patriotic light show.

Drone technology can be used in seasonal light shows such as Christmas and Pumpkin shows:

Attractions and Themed Entertainment Business Going Forward: The attractions require the right strategy since they are the single largest source of revenue for the park and they are the most significant drivers of revenue for parking, hotels, campground, food and merchandise. Getting a partner with the right knowledge, experience and vision in this area is the single most important decision the SMMA will make through this RFP process. The attractions such as the train, skyride, 4-D theater, mini-golf, Skyhike, Geyser towers, Dinatorium, and Dinosaur Explore are satisfactory attractions that allow for a baseline of activities for guests to enjoy themselves. These attractions in themselves are satisfiers and are NOT necessarily attendance drivers (people don't come to Stone Mountain just to see the 4D movie or mini-golf). However, the times the park attractions have experienced the most dramatic attendance is when these attractions are paired with strong theming and strong entertainment. The current Christmas experience is a perfect example of how by transforming the environment with strong theming and entertainment, the park can take a dormant time of year and drive extremely heavy guest demand. When Dombrowski pushed the park to take this same theming and entertainment approach to Pumpkin Fest (Play by Day, Glow by Night), a time of year that has historically been extremely slow experienced such dramatic growth that the park attractions had to shut down due to overwhelming guest demand. This demand at the attractions during Pumpkin Fest also spiked parking revenue, food and merch revenue, campground revenue and hotel revenue.

There are several recommended approaches to driving attractions attendance.

A) Just as hardware investments need to be made in the light show, permanent programable LED lighting needs to be installed throughout the Crossroads areas. Right now, putting up Christmas lights beginning in May that are then taken down by every March, costs six-figures in expenses (just to be put back up in May). Last year, Callaway Gardens spent $300K on LED programmable lights for the Southeast's largest Christmas tree and field of lights and generated an additional $2 million dollars in revenue. For Stone Mountain, the technology with programable LED lights allows you to modify the display on these lights for each time of the year: winter wonderland, Valentine's, Saint Patrick, summer patriotic, Pumpkin, Christmas, etc. Other technology such as 3D mapping of buildings, black light areas, etc. could offer additional theming opportunities. The park has learned to get double use out of many resources during Pumpkin and Christmas; the same projection tree is used but modified for both themes. In the same way, the park can do this throughout the year. Along with partnering with prop houses to adjust the theming in the area and the right entertainment content (parades, walk-around characters, shows), the park can create urgency to visit during other times of year in the same way it has with Pumpkin and Christmas.

The same LED lights used during Pumpkin and Christmas can be re-programmed to create content all year round:

B) Most attractions in other parks make the majority of their money during the summer. Unusually, because of the success of Pumpkin, Christmas and Snow Mountain, this is not the case for Stone Mountain Park because these very popular attractions drive the most significant source of revenue to the Fall and Christmas. The park still needs to "solve for summer" and there are two ways to do this, given the extreme heat in Atlanta: 1) An extraordinary "shock and awe" light show at night (with the cooler temperatures after sunset). (See Light Show Business Going Forward.) 2) Water!!!! It's hot during the summer, and the marketing images need to be of cool, watery attractions. Once a permanent snow structure is put in place, a summer wet tubing experience can be put in place on the same infrastructure.

Example of summer tubing:

Additionally, the ability to swim using current water infrastructure by leveraging Crystal Lagoon technology would be highly beneficial, either specifically at the old beach location or potentially adjacent to current attractions (to be determined in master planning process).

Example of Crystal Lagoon:

Also, re-activating the lake with a beach and water activities such as paddle boarding, kayaking, etc. is critical. A master plan needs to be created to make sure these efforts are coordinated.


C) A second alternative to communicate cool and wet experiences in the summer is to build a small splash pad family waterpark within the Crossroads footprint. Without having to re-build all the food, merch and restroom infrastructure, this can be done for a reasonable price (potential location between Dino area and Geyser Towers). (See 10-year Capital Plan for timing and capital) Well thought-out cool and dry places for parents to watch their children while enjoying a cool beverage is key to this experience. Example of Splash Pad waterpark:


D) The Crossroads area is not large enough to handle the crowds currently being experienced during Pumpkin and Christmas. By building a permanent snow venue and creating a shock and awe light show experience, this will expand the footprint of the attractions area allowing for capacity and future growth (the light show will draw people out of Crossroads during highly congested nights).

E) As part of a master plan, additional attractions need to be considered for the park that have high capacity and low staffing requirements. Dinosaur Explore is a good example of one such attraction. Moving Snow

Mountain (for summer and winter tubing), outfitting Crossroads for year-round theming, and creating a shock and awe light show are the top priorities that will drive people to Stone Mountain park right away and keep it financially viable. Each year there need to be reasonable investments in both the Christmas and Pumpkin products so guests know there is always something new.

F) Each season, events and themed experiences have to be coupled with a micro-marketing campaign. Historically, because of the significant cost of print and TV ads, it was not possible to adequately market a three- or four-day experience. Digital media, social media and digital billboards allow for such micro-campaigns that get the word out about the event without being cost-prohibitive. One-day events are still not encouraged because of the weather risk associated with these types of events. Spreading programming out over 4 days of Memorial Day fireworks or 7 days of the 4th of July mitigates the risk associated with weather and outdoor venues.

Food and Merchandise Business Going Forward: There is a simple formula to driving the food and merchandise business going forward—if we follow all the other recommendations on driving people to the park, this business will grow. There is, however, a unique opportunity to grow the food and merchandise business. The most-visited area of the park is the top of the mountain. Every attractions guest, skyride-only ticket guest and most of the recreational hikers visit the top of the mountain, and however our guests reach the top of the mountain, having an opportunity to sit down in a comfortable space and enjoy a grab-and-go meal, a Starbuck's coffee or Bruster's Ice Cream while taking in the views is a significant opportunity to generate on-property spending. The current food and merchandise infrastructure at the top of the mountain is very limited. Creating an oasis with plenty of seating and food and merchandise opportunities would give a significant return on investment. Post Covid, there are opportunities to revitalize locations inside Crossroads such as Campfire Grill, offering what our guests would traditionally expect from a full-service restaurant. There is also an opportunity with the light show to sell "glow with the show" merchandise to increase the interactive experience with this show.

Thrive's plan calls for an assessment of and strategic investment in most park facilities and events to keep them fresh and make optimum use of each resource. The vision of each of the park's businesses represents a potential vision of what could be. The following are the steps that would be recommended to evaluate the feasibility of each of these plans:

1) An in-depth brand health study and revenue analysis needs to be done. Data-driven research that evaluates potential visitors to the park and which investments will most likely drive visitation is key. A company named Integrated Insights is an excellent option to do such an analysis.
2) Thrive and the SMMA would work together to build a revenue-generating master plan for the next 5 plus years. The initial profits need to go toward paying the SMMA's bills. After those

commitments are made, it is a good industry practice to re-invest 40% of EBITDA back into revenue-generating capital. This will ensure there is healthy growth in the business.

3) Each year, SMMA will approve the expense & capital budgets that Thrive develops for the property.

This 10-year plan has been in development by Michael Dombrowski for the past 12 years. Snow Mountain was the last significant revenue-generating capital investment made into the property 14 years ago. Except for the campground plan which assumes completion of the campground project through bonds, this plan is fully self-funded with profits generated at the property level. In order to get into the virtuous cycle of re-investing 40% of positive cash, in 2022/2023, the SMMA would need to invest $1.5 million dollars into revenue-generating capital in that first year. From that date forward, all new revenue-generating capital will be fully self-funded from profits generated on previous projects. See full 10-year pro forma that demonstrates how this self-funded model will work while fully funding all SMMA operational needs and R&R capital. This model also fully funds the next hotel renovation in 2029.

SUMMARY OF 10 CAPITAL YEAR-PLAN – This is a medium case scenario; the following revenue-generating capital projects at SMP have had better than 50% annual Return on Investment (ROI): Snow Mountain, Pumpkin, Dinosaurs, campground and food and merch upgrades. Overall, this model uses a conservative ROI of 26% annual return (better than industry standard, but significantly lower than Stone Mountain historical performance).

Year	Action	Self-Funded capital required	Annual Financial Impact
2022	Current Version of Snow Mountain returns	$ -	$ 4,000,000
2023	Light Show Rolls Out Phase 1	$ 4,182,456	$ 1,500,000
	Self-operated Recreational water operation from current waterfront location (Kayaks and Paddle boards)	$ 100,000	$ 150,000
2024	Campground revenue plan phase 1 work done in 2023, financial impact in 2024		$ 1,500,000
	Permanent Snow Structure ($2 million expense savings & 1 million revenue)	$ 6,096,662	$ 3,000,000
2025	$2M in attractions seasonal lighting and theming and 5 million in water attraction/splash park.	$ 7,285,458	$ 2,250,000
	Phase 2 of campground revenue plan		$ 1,500,000
2026	Phase 2 of shock and awe light show	$ 8,340,041	$ 2,000,000
2027	Phase 2 of water attraction Crystal Lagoon area	$ 8,949,737	$ 2,500,000
2028	Top of Mountain Food and Restaurant Renovation & F&B and Merch renovations	$ 6,000,000	$ 1,200,000
	Permanent Festival Infrastructure	$ 3,698,758	$ 750,000
2029	Hotel Renovation and Spa (negative EBITDA impact with rooms out of order)	$ 23,275,658	
2030	Attraction TBD	$ 11,413,826	$ 2,340,000
2031	Attraction TBD	$ 12,195,019	$ 2,500,000

There is no overlooking that Stone Mountain Park is a complex entity of beautiful and unique natural resources, long-held traditions and community festivals, with a rich and controversial history, and a wide array of entertainment attractions. Its sound future requires a management company with the knowledge, experience, and commitment to shape the big picture while attending to its many unique businesses. Thrive Attractions Management is that company.

• What marketing services would you employ to create that orientation?

MARKETING PLAN

The second most important competency that Thrive brings to the table behind the ability to create compelling product that will drive visitation is the ability to market that product efficiently and effectively. The following is the approach Thrive would recommend for the park:

A) An updated brand health and revenue maximization study needs to be conducted on Stone Mountain Park given significant recent developments. Partnering with a strong company such as Integrated Insights to do this study will be critical. Elements of the study should include:

   1) Current perception of the Atlanta Metro market and Georgia toward Stone Mountain Park (SMP).

   2) Current perception of key southeast drive markets outside the metro area toward SMP.

   3) Likelihood of visitation with attractions' current product.

   4) Impact of recent park conflict on likelihood to visit (broken down by demographics).

   5) Test likelihood to visit with new product previously mentioned. Which new products most significantly increase likelihood of visitation.

   6) Gain understanding into the different park visitors and what will most likely drive their visitation. There are different drivers for the recreational visitor, hotel visitor, attractions visitor, campground visitor, festival visitor, etc.

B) A market study on potential visitors is important, but it is also critical to understand current visitors. One effective market segmentation tool is called PRIZM. PRIZM stands for Potential Rating Index for Zip Markets and is built around geographic neighborhood data obtained through the United States Census. PRIZM works by assigning all households in each neighborhood to one of 68 neighborhood groups. Once you understand who your current customers are, you know how to build product and marketing campaigns to drive more of them. By simply knowing the zip code plus 4 of our current visitors, we are able to predict with a high rate of accuracy household income, education, home value, general occupations types, life stages, etc. You also know what radio stations they listen to, what they watch on TV and what your best way to reach them will be.

Historically, a market group called Kids and Cul-de-sacs has been one of the more dominant groups who have visited the park.

C) Since Stone Mountain Park is not made up of a single business, many different marketing strategies are needed with multiple campaigns. Yellow Daisy visitors will respond to a marketing campaign that focuses on older females with disposable income, while a Pumpkin Fest marketing campaign will focus on young families. There need to be different campaigns to drive recreational users, RV owners, Glampers, hotel visitors, attractions visitors, festival visitors, etc.

D) Park visitors are unique and diverse and a diverse strategy is required to reach all of them. Monica Pierson's endorsement on WSB will drive a different demographic to the park from El Tigre's endorsement on El Patron or Jenn Hobby on 94.1 or Taylor on The Fish. Even deeper understanding is needed to be able to create cost-effective ads that run on Korean TV in Atlanta to reach some of the 60,000 Koreans that live in Atlanta. One size does not fit all when developing a marketing strategy for Georgia's most visited and most diverse attractions.

E) The next key in both product development and marketing that product is creating URGENCY, URGENCY, URGENCY (see product recommendations around urgency). The biggest curse any attraction has is that visitation is easily delayable and a natural wonderland like Stone Mountain Park is especially burdened with that curse. This is why it is critical to create urgency with each campaign: "If you don't come now, you will miss out on this opportunity". Micro-marketing campaigns are needed around each festival, season or event.

Driving general visitation to the park with the right product and marketing will help the hotels significantly. Additionally, Crescent's corporate Revenue Generation and Marketing structure is one of the most robust in the industry when compared to number of properties operated. Over half the corporate overhead consists of Revenue Generating leaders (Sales & Marketing, Revenue Strategy, Global Sales, Digital Marketing). The corporate Revenue Generation support provides direct support and real impact to Crescent's hotels. Pre-COVID, Crescent's portfolio as a whole saw 23 consecutive months of RevPAR Index growth – this consistent growth is extremely uncommon for the industry. See Appendix C, **Crescent case studies of successful revenue generation**.

EXPERIENCE

• Discuss your company's or corporate personnel's familiarity and experience with operating projects of this size.

The president of Thrive Attractions Management has 15 years of experience with Stone Mountain Park and the average experience level of each of the directors is also 15 years. Thrive brings the most knowledge, experience and familiarity to this project of any potential bidder.

Crescent's portfolio includes properties with as many as 1,000+ keys and over 100,000 square feet of meeting space. We manage pure independent hotels with numerous amenities including multiple F&B outlets, Spa, Golf, Marina, and more. Many Crescent corporate leaders are also former Marriott employees from prior experience.

When we take over Marriott-managed hotels, the major areas of opportunity are top line, labor, and PTEB (Payroll Taxes & Employee Benefits). Minor cost savings are typically seen in the A&G (Administrative & General) and IT departments. All brands use cluster management and therefore may miss revenue opportunities because the strategies are not property-specific. Additionally, with cluster management, we see cost saving opportunities with labor and PTEB. In one recent Marriott-managed transition, Crescent found total PTEB savings of over $500,000. Within A&G, we typically see opportunities with Centralized Accounting, Corporate Office Reimbursables, Training, and Travel.

Case studies transitioning into Marriott-managed hotels are provided in Appendix C

10-YEAR PRO FORMA

• If you are proposing to manage the asset of the SMMA as identified in Section 3.3.1 herein, please prepare a ten-year pro forma for these operations (and incorporating your proposed management fee terms and conditions as a part of your proposal submittal.

DETAILS OF 10 YEAR PRO FORMA PLAN 2022 THROUGH 2026 (SEE APPENDIX D FOR HOTEL 10 YEAR PRO FORMA).

This is a medium case scenario; the following revenue-generating capital projects at SMP have had better than 50% annual Return on Investment (ROI): Snow Mountain, Pumpkin, Dinosaurs, campground and food and merch upgrades. Overall, this model uses a conservative ROI of 26% annual return (better than industry standard, but significantly lower than Stone Mountain historical performance).

	2021	2022	2023	2024	2025	2026
Net Sales	6,445,000	9,500,000	10,600,000	11,100,000	12,100,000	12,500,000
Licensee Net Sales	55,000	75,000	103,000	105,060	107,161	109,304
Admissions	10,600,000	15,276,000	18,800,000	19,800,000	21,800,000	23,800,000
Rentals/Commissions	4,430,000	4,700,000	4,800,000	6,300,000	7,800,000	7,956,000
Golf Revenue		2,121,000	2,142,210	2,163,632	2,185,268	2,207,121
Parking	9,500,000	10,500,000	11,000,000	11,115,000	11,340,000	11,540,000
Other Income	1,200,000	1,500,000	2,050,000	2,091,000	2,132,820	2,175,476
Gross Revenue	32,230,000	43,672,000	49,495,210	52,674,692	57,465,250	60,287,902
Cost of Sales	2,244,000	2,983,000	3,328,400	3,485,400	3,799,400	3,925,000
Licensee and Owner Share	27,000	35,250	48,410	49,378	50,366	51,373
Total Cost of Sales	**2,271,000**	**3,018,250**	**3,376,810**	**3,534,778**	**3,849,766**	**3,976,373**
Gross Profit	**29,959,000**	**40,653,750**	**46,118,400**	**49,139,914**	**53,615,484**	**56,311,529**
Salaries	2,900,000	3,300,000	3,592,000	3,663,840	3,837,000	3,913,740
Wages	1,420,000	1,820,000	1,984,000	2,023,680	2,123,680	2,166,154
Seasonal and Contract Labor	4,375,000	5,375,000	6,900,000	7,038,000	7,374,000	7,521,480
Booked Entertainment	350,000	400,000	500,000	550,000	550,000	658,850
Fringes & Taxes	2,155,000	2,413,850	2,869,480	2,926,870	3,066,976	3,128,316
Advertising & Promotion	1,300,000	1,800,000	2,200,000	2,344,281	2,500,000	2,400,000
Travel, Meals & Auto	50,000	75,000	125,000	125,000	125000	125,335
Ground/Facility Rental	4,064,165	0				
Golf Expense		1,737,200	1,754,572	1,772,118	1,789,838	1,807,737
Maintenance	1,900,000	2,495,000	2,500,000	1,648,075	1,728,000	1,762,560
Supplies & Costumes	1,350,000	1,000,000	1,100,000	1,200,000	1,250,000	1,487,810
Property Taxes & Licenses	285,000	85,000	100,000	102,000	105,000	107,100
Utilities & Telephone	1,700,000	1,950,000	1,985,000	2,024,700	2,065,194	2,106,498
Bank and Ticket Fees	650,000	711,854	806,772	858,597	936,684	982,693
Professional Fees	780,000	1,055,000	1,255,000	790,000	850,000	867,000
Insurance & Claims	750,000	750,000	750,000	765,000	770,000	785,400
General & Other	750,000	950,000	1,240,000	800,000	830,000	846,600
Service Fees	1,150,000	2,000,000	1,800,000	1,836,000	1,872,720	1,910,174

	2021	2022	2023	2024	2025	2026
Management Fee		1,310,160	1,484,856	1,580,241	1,723,957	1,808,637
Retention Program		300,000	300,000	300,000		
Manager bonuses	300,000	225,000	250,000	255,000	260,100	265,302
Total Operating Expenses	**26,259,165**	**29,783,064**	**33,531,680**	**32,639,102**	**33,798,149**	**34,692,186**
EBITDA	**3,699,835**	**10,870,686**	**12,586,720**	**16,500,812**	**19,817,334**	**21,619,343**
Required base EBITDA SMMA retains to run its operations (assumes 2% CPI)		**8,000,000**	**8,160,000**	**8,323,200**	**8,489,664**	**8,659,457**
Crescent Incentive Fee			**22,083**	**190,957**	**206,747**	**240,242**
Incentive Fee		574,137.3	863,261.0	1,444,565.4	2,058,787.1	2,351,735.2
Adjusted EBITDA		10,296,549	11,723,459	15,056,247	17,758,547	19,267,608
Hotel Net Income After Reserve		1,719,751	5,025,136	5,982,090	6,171,565	6,361,371
5% RR Reserve (1st 2 years 3% recommended)		-1,310,160	-1,484,856	-2,633,735	-2,873,262	-3,014,395
Positive Cash		10,706,140	15,263,739	18,404,602	21,056,850	22,614,584
Invest 40% of positive cash in revenue generating Capital		4,282,456	6,105,495	7,361,841	8,422,740	9,045,834
Surplus cash on hand for SMMA		-1,576,316	998,243	2,719,561	4,144,446	4,909,293

DETAILS OF 10 YEAR PRO FORMA PLAN 2027 THROUGH 2031 (SEE APPENDIX D FOR 10 YEAR HOTEL PRO-FORMA):

	2027	2028	2029	2030	2031
Net Sales	13,100,000	15,300,000	15,606,000	15,918,120	16,236,482
Licensee Net Sales	111,491	113,720	115,995	118,315	120,681
Admissions	26,300,000	26,826,000	27,362,520	29,900,000	32,000,000
Rentals/Commissions	8,274,240	8,439,725	8,608,519	8,780,690	8,956,303
Golf Revenue	2,229,192	2,251,484	2,273,999	2,296,739	2,319,706
Parking	11,940,000	12,500,000	12,500,000	12,750,000	13,005,000
Other Income	2,218,986	2,350,000	2,397,000	2,444,940	2,493,839
Gross Revenue	64,173,909	67,780,929	68,864,033	72,208,803	75,132,012
Cost of Sales	4,113,400	4,804,200	4,900,284	4,998,290	5,098,255
Licensee and Owner Share	52,401	53,449	54,518	55,608	56,720
Total Cost of Sales	**4,165,801**	**4,857,649**	**4,954,802**	**5,053,898**	**5,154,976**
Gross Profit	**60,008,108**	**62,923,281**	**63,909,232**	**67,154,906**	**69,977,037**
Salaries	4,050,000	4,131,000	4,213,620	4,297,892	4,383,850
Wages	2,300,000	2,346,000	2,392,920	2,440,778	2,489,594
Seasonal and Contract Labor	7,800,000	7,956,000	8,115,120	8,277,422	8,442,971
Booked Entertainment	672,027	685,468	699,177	713,160	727,424
Fringes & Taxes	3,254,500	3,319,590	3,385,982	3,453,701	3,522,775
Advertising & Promotion	2,500,000	2,550,000	2,601,000	2,653,020	2,706,080
Travel, Meals & Auto	127,842	130,399	133,007	135,667	138,380

	2027	2028	2029	2030	2031
Golf Expense	1,825,815	1,844,073	1,862,514	1,881,139	1,899,950
Maintenance	1,897,000	1,934,940	1,973,639	2,013,112	2,053,374
Supplies & Costumes	1,517,566	1,547,918	1,578,876	1,610,453	1,642,662
Property Taxes & Licenses	109,242	111,427	113,655	115,928	118,247
Utilities & Telephone	2,200,000	2,244,000	2,288,880	2,334,658	2,381,351
Bank and Ticket Fees	1,046,035	1,104,829	1,122,484	1,177,003	1,224,652
Professional Fees	884,340	902,027	920,067	938,469	957,238
Insurance & Claims	860,000	877,200	894,744	912,639	930,892
General & Other	863,532	880,803	898,419	916,387	934,715
Service Fees	1,948,378	1,987,345	2,027,092	2,067,634	2,108,987
Capitalized Expenses	41,616	42,448	43,297	44,163	45,046
Management Fee	1,925,217	2,033,428	2,065,921	2,166,264	2,253,960
Manager bonuses	270,608	276,020	281,541	287,171	292,915
Total Operating Expenses	**36,093,718**	**36,904,914**	**37,611,954**	**38,436,663**	**39,255,064**
EBITDA	**23,914,390**	**26,018,367**	**26,297,277**	**28,718,243**	**30,721,973**
Required base EBITDA SMMA retains to run its operations (assumes 2% CPI)	**8,832,646**	**9,009,299**	**9,189,485**	**9,373,275**	**9,560,741**
	274,286	**313,841**	**234,951**	**405,134**	**485,637**
Incentive Fee	2,742,062.8	3,087,972.5	3,186,607.4	3,463,859.6	3,746,609.5
Adjusted EBITDA	21,172,328	22,930,394	23,110,670	25,254,383	26,975,364
Hotel EBITDA	6,557,550	6,778,431	6,348,390	7,295,757	7,751,921
5% RR Reserve (1st 2 years 3% recommended)	-3,208,695	-3,389,046	-3,443,202	-3,610,440	-3,756,601
Positive Cash	24,521,182	26,319,779	26,015,858	28,939,700	30,970,684
Invest 40% in revenue generating Capital	9,808,473	10,527,912	10,406,343	11,575,880	12,388,274
Surplus cash on hand for SMMA	5,880,063	6,782,568	6,420,030	7,990,545	9,021,670
Funds required for 2029 hotel renovation		17,310,480	6,420,030		
Renovation requires 2028 Rev Capital & 28 & 29 SMMA surplus			23,730,509		

vi. Management

• From what office would you oversee the management of these facilities? What capabilities would you have on-site at Stone Mountain Park? Thrive's leadership team will be fully on property.

Crescent will have an on-property team exactly as the Marriott does today. Crescent's corporate team consists of over 200+ employees based throughout the country, who provide direct and impactful support to all of Crescent's properties. Crescent recommends executive leaders onsite in Operations, Sales, Finance, Revenue Management, and HR – all supported by Crescent regional and corporate resources.

• What would be your organization's management structure to manage these amenities and activities at Stone Mountain Park?

The president of Thrive will also act as the on-property General Manager overseeing ALL park operations. The overall General Manager will oversee the Hotel GM, Golf GM and Park Attractions GM. Marketing, Finance and Creative (product development) will report directly to the President of Thrive.

Amongst Crescent's expansive corporate resources will be a dedicated team of regionals in every discipline who oversees the hotel (Operations, Sales, Revenue Management, Digital Marketing, F&B, Finance, HR). There are standing weekly calls amongst property leaders and regional team as well as ongoing daily communications on strategies. Crescent Centralized Accounting provides month-ends for each property and also quarterly business reviews with Ownership.

• Describe your plan of transition, including any transition plan for dealing with current SDCSMP employees and their related fringe benefits, in assuming responsibility for the amenities and activities described in this RFP.

OVERALL TRANSITION: With Thrive, an overall smooth transition is anticipated because Thrive will contract with HFE to continue to support all systems and processes through a service agreement. In the long term, SMP needs to sustain its own systems and processes, so it is NOT the long-term plan to keep these HFE systems in place. The most significant transitions for Thrive will be relatively standard with taking over payroll, workers comp., employee benefits (comparable to current benefit program) and liability insurance.

In the hotel industry, the frequent changes in hotel ownership and management make these types of management transition relatively commonplace Crescent has team who are dedicated to these types of transitions and references indicate Crescent is very good at managing very smooth transitions.

PEOPLE TRANSITION: Retaining the very talented team at Stone Mountain Park is key to a smooth transition and the long-term success of the property. Since the owner of Thrive Attractions Management helped build the culture and either hired or promoted all of the current senior leaders on property, there is a strong degree of confidence that most of that team will be retained by Thrive. People work for strong leaders, and this team has remained together through some of the most challenging work circumstances imaginable because they respect who they work for, love each other and are committed to the values they have seen lived out in the workplace. However, human beings crave predictability and the unknown future for these leaders has been one of the most challenging aspects of their recent workplace experience. Communicating a message of stability will be extremely important. As soon as the deal is signed, it will be key to communicate the following:

1) The full-time employees have a job. The core team that has remained through Covid is consistently strong and needs this assurance as quickly as possible.

2) The base salary of the full-time employees will remain the same. The opportunity to earn a bonus if the property performs extraordinarily well will remain the same. All efforts will be made to make sure benefits such as medical, dental and 401K are basically comparable to what they have now.

3) A three-year retention program for the senior leaders will be in place with installments for each of the three years (see 1st three years of ten year pro forma, $300K in attractions budget and $100K in hotel budget for retention program for key senior leaders). The key high performing leaders have strong industry reputations, the three-year retention plan will help lock them down through this key transition.

Crescent has been asked to also extend offers to all current Marriott employees. The Core Team at Marriott who made it through Covid is also very lean and very strong. Crescent often takes over new properties and the following is their standard process:

Crescent's transition process is a celebratory event to introduce both new Operator and new Owner to the associates. There is a presentation of Crescent including benefits and pay overview as well as giveaways/prizes and F&B offered. A separate meeting is held with Managers to ensure detailed questions are addressed and Managers are prepared with responses to employee questions. As part of the transition, Crescent HR will analyze current benefits in comparison to Crescent's and ensure comparable offerings/pricing.

While the intent is to hire as many of the existing Marriott employees at the property today as is possible, Crescent is an Employer of Choice in the industry and has a strong Recruiting team and ties to both the Atlanta area and all across the country to bring in quality talent. Crescent is consistently ranked as a top employer on Glassdoor:

Glassdoor / Company	Overall Rating	Recommend to a Friend	CEO Approval
Crescent Hotels & Resorts	**4.2**	**85%**	**94%**
Remington Hotels	4.1	75%	82%
Crestline Hotels	4.1	81%	93%
Sage Hospitality	3.9	72%	84%
Highgate Hotels	3.8	72%	80%
Aimbridge/Evolution Hospitality	3.8	71%	87%
Benchmark Hospitality	3.8	76%	74%
White Lodging	3.8	67%	83%
HEI Hotels & Resorts	3.7	64%	80%
Concord Hospitality	3.6	52%	87%
Marcus Hotels	3.5	67%	71%
Davidson Hotels & Resorts	3.5	64%	62%
Spire Hospitality	3.3	53%	N/A
Pyramid Hotel Group	3.3	63%	56%
Hersha Hospitality	2.3	39%	53%

Crescent also has a dedicated Transitions team who will descend upon the property and stay past transition effective date to ensure effective hand-off to the property leaders and regional team.

• Stone Mountain Park and SDCSMP have a reputation of providing exceptional service in its dealings with its visitors. What steps would you take to ensure that visitors receive excellent service and that any complaints are handled promptly and courteously? Describe the measurable standards that you would recommend be included in regular reports to SMMA to assure SMMA that this is being accomplished.

The programs, systems and processes that established the history of exceptional customer service were built and implemented by Michael Dombrowski. The basis for this is a highly engaged group of seasonal employees. Whereas the average engagement for employees based on Gallup's Q12 measures in the United States is 29%, Stone Mountain has been above 70% for a dozen years. Even in the 2021 employee survey, 74% of employees have the highest answer possible. Frontline leaders have done an amazing job.

However, post COVID and the staffing cuts that followed, the organizational development and training team was laid off and the infrastructure that helped create the amazing customer service was dismantled. These programs went into hibernation and the results have been significantly lower guest satisfaction scores (Covid protocols and other product restrictions have not helped either). The following are steps that need to be taken as soon as the revenue is in place to re-build the organizational infrastructure that made Stone Mountain Park so successful:

1) Hire a training and organizational development manager.
2) Re-establish extensive customer service training.
3) Re-establish annual cycle of leadership conferences and frontline employee rallies to equip and inspire the leadership and frontline employees to amazing customer service.
4) Re-establish weekly mystery guests who visit each location and rate their friendliness.
5) Re-establish Grant It Card program where every employee is fully empowered to do anything for any guest to either surprise and delight the guests or deal with a guest recovery situation.

The current call center in Branson will remain in place during the first year of the transition, but ultimately all call centers need to be centralized and on property (with work-from-home options for employees). Employees who don't personally know a property do not provide the best service. This is the most effective way to both answer guest questions and also address guest complaints. In the first year, hotel calls will be handled by Crescent's standard call center contract support, but Crescent has agreed this will also be consolidated on property after the first year.

The best measurement for customer service excellence is the guests' likelihood to recommend their experience to their friends and family. The industry standard measurement for this is known as the Net Promoter Score. The Net Promoter score takes the number of guests who score a 9 or 10 on likelihood to recommend to a friend and subtracts guests who rate 1 to 6 coming up with the net promoter score. Contractually, Thrive and the SMMA would agree on a scorecard for metrics for success and Thrive will be held accountable. In order get strong scores on likelihood to recommend to a friend, having engaging and compelling guest product that was worth the money spent is critical to success. Additionally, it is also critical to surprise and delight guests where they may receive more than they expected. Sometimes, guests in this business feel like they are "nickel and dimed" after they paid for their tickets.

Each year, a Thriving Guest program will be developed to surprise and delight guests, giving them more than they expected. One example would be including services such as digital photos with ticket purchase, rather than offering them at an additional expense.

Crescent closely monitors GSS (guest satisfaction surveys) across the portfolio. Associates and leadership are trained at onboarding on how to handle guest complaints, and when necessary, elevated to the regional level. Crescent offers a proprietary culture service training called Five Star Service training, where a Trainer is onsite for trainings. Revinate is utilized to monitor independent hotels' GSS, which consolidates feedback and ratings across numerous rating platforms. Crescent's independent hotels averaged the following ratings:
- 2019: 4.4/5.0 - 2020: 4.1/5.0 *(COVID-related)* - 2021 June YTD: 4.2/5.0
In addition, Marriott is the bellwether of guest satisfaction. Crescent is the only third-party manager who has won their most prestigious award, The Partnership Circle Award, which is awarded upon high guest satisfaction.

• It is important that the offeror's management and staff work in harmony with SMMA's Chief Executive Officer and staff. Explain what specific steps you propose to achieve and maintain a good working relationship with SMMA's managers and staff.

Past performance is the best indicator of future performance. The current leader of Thrive and the current property leadership have a highly cooperative relationship with the SMMA. The SMMA and HFE did not always have the same objectives, so it took a lot of work to intentionally build strong working relationships at all levels with the SMMA. Thrive's current leadership and the SMMA worked together to get bonds to help the park. Our leadership was goaled and tasked with maintaining positive relationships. Having a relationship that has endured social unrest, protests, multiple amendments to the lease and working together through a notice period could have been highly contentious, but has not been. This type of performance is a good predictor of future success.

vii. Proposed Approach

• The existing assets at the Park are attractive and in good condition. Describe how your organization proposes to maintain at a comparable or improved level the assets associated with the amenities and activities being leased. Also, describe the measurable standards that you would recommend be included in regular reports to SMMA to assure SMMA that assets (including fixtures, furnishings, equipment, and other leased non-resale inventories) are being properly maintained.

Thrive recommends that the property continue to set aside 5% of revenue for Repair and Replace Capital. First of all, a hotel Escrow account would be maintained at 3% for the first few years and then at 4% to address hotel needs. This lower level of escrow funding is within industry standards and is possible because there is a fully funded plan for the hotel renovation in 2029. Once the $23 million-dollar renovation infusion in factored, the effective rate of escrow between 2022 and 2029 is actually 13% of revenue. This is only a recommended approach.

When operating attractions, there is no room for error when it comes to maintaining assets. Thrive recommends that the current approach be maintained where Recreational Engineering, Inc. (REI) continues to do regular in-depth park inspections that entail extremely detailed condition reports on all attractions including shuttles, water taxis, train cars, train engines, train tracks, Skyride, Skyhike, Geyser Towers, Dinotorium, etc. Reports are incredibly detailed identifying any frayed ropes, missing covers on outlets, cracks in the train track, redundant train car coupling, etc. There simply is no room for error when it comes to running attractions, and it is critical that we hold ourselves to the highest standard possible.

Each year, along with an operating budget, Thrive will submit an R&R budget that includes known issues that would need to be addressed and "fix break" funds to address issues that always arise.

Crescent operates numerous 4-Diamond hotels across the country and are accustomed to the level of quality to ensure the rating continues. We have a dedicated Project Management & Engineering team who will assess and make recommendations on PIPs (project improvement plans) and manage the project from start to finish. The PM team also includes Procurement and PM Accounting, allowing for a cost-effective process for Ownership. In the past 5 years alone, Crescent has overseen and managed over 30 PIP projects and many new hotel openings. Example Crescent PM process documents are available upon request.

• If you are proposing a lease structure, how do you intend to finance your proposed capital improvement plan? NA

• The SMMA is committed to serving the needs of the citizens of Georgia and tries to be a responsible steward of the natural resources present in the Park. Recognizing that the priorities of a private sector firm may be different, there is a critical need for the future lessee/manager and the SMMA to work cooperatively at the Park for both parties to achieve their overall missions. This has been successfully achieved with SDCSMP since 1998. If awarded the lease/management agreement, how would your firm propose to establish and maintain a harmonious and mutually supportive relationship with the SMMA Board and its staff?

Once again, past performance is the best predictor of future performance. As stated in the question, this cooperation was successfully achieved with SDCSMP. Michael Dombrowski, leader of Thrive, has also served as the leader of SDCSMP over the past seven years. In the past seven years, the park experienced more turmoil than in any time in its history. Navigating through these tumultuous times, Dombrowski managed to turn around the financial ship for SDCSMP, generating 35 million dollars in positive cash flow, after rent and required capital investments. This was done while building a positive relationship with the SMMA, negotiating two amendments to the lease and achieving record employee and guest scores. Dombrowski did this while building a positive and constructive relationship with both Democrats and Republicans in the Georgia legislature and partnered with the SMMA to win over 20 million dollars in bond funds for Stone Mountain Park. Once again, if past performance is the best predictor of future performance, the SMMA will have a competent and dedicated partner in Thrive in the coming years.

OTHER INFORMATION

• A description of the nature of the organization proposed to enter a lease/contract with the SMMA. If the entity proposed is newly created, there must be assurances that its actions and agreements can be fully supported.

The combination of the experience of the Thrive team along with having strong partners such as Crescent and HFE demonstrates clearly that the commitments will be supported. Once again, if past performance is the best predictor of future performance, the SMMA will have a competent & dedicated partner to help in Thrive in the coming years.

• Identification of any employees, partners, company officials, legal counsel or major stockholders who are state employees or State or local elected officials. NA

• Information on the nature of any work performed by the offeror or any component of the offeror's team (if appropriate) for the State, its agencies, or public authorities, including the contact person at the State with whom the offeror interacted.

The offeror has NOT worked directly for the state or its agencies or public authorities. The offeror has a 15-year history working for Herschend Family Entertainment (HFE). For the vast majority of this time, Michael Dombrowski worked for HFE directly at Stone Mountain Park. Initially he was HR Director at the Park, then supported the Park indirectly while working at HFE's corporate office as VP of Organizational Development and finally he has been the General Manager of Stone Mountain Park since 2014 and Area VP overseeing SMP and Callaway Gardens since 2019 .

• If applicable, a list showing the exact case, the number and court of all lawsuits, and a general description of all arbitrations to which the offeror, and/or a member of the offeror's team, has been party for the last 10 years. State whether each proceeding is pending or resolved, along with any amounts paid. Describe all settlements and all judgements of liability.

Thrive Attractions Management has no lawsuits or any issues of any kind ever.

Crescent has been in business for 20 years, no applicable lawsuits. Crescent's Founder & CEO, Michael George, also has a completely clear record (background checked and fingerprinted regularly for liquor licenses).

• Detailed information on any sub-lease, subcontractor, or other organization the offeror may utilize in the day-to-day operation of any portion of the leased and/or managed property and not conflict with Section 5.5 below.

The SMMA will have a single contract with Thrive Attractions Management. HFE has agreed to support Thrive in the transition (contract to be negotiated between Thrive & HFE). Thrive will also own the contract with Crescent to run the hotels. Thrive has a Letter of Intent with Crescent. In the management agreement between Thrive and the SMMA, NO fees will be added to Crescent's expenses. This will be a pass-through expense with no burden or fees added. The following is the Letter of Intent between Crescent and Thrive:

NON-BINDING TERM SHEET FOR THE MANAGEMENT OF THE EXISTING

EVERGREEN RESORT & STONE MOUNTAIN INN IN STONE MOUNTAIN, GA

OWNER:	Thrive Attractions or an affiliate ("Owner")
MANAGER:	Crescent Hotel Management Services, LLC ("Manager")
HOTEL NAME:	Evergreen Resort & Stone Mountain Inn ("Hotels")
BRAND:	Independent Hotels consisting of an aggregate 428 guest rooms. The Stone Mountain Inn consisting of 92 guest rooms may or may not be included in the final Management Agreement.
HOTEL ADDRESS:	1000 Robert E. Lee Blvd. Stone Mountain, GA 30083
TERMINATION PROVISIONS:	**Owner shall have the right to terminate without cause and no early termination fee, with 30 days' written notice.**
TIMELINE FOR MANAGEMENT TRANSITION:	30 days advance notice, but transition can be smoothly facilitated with shorter advance notice if needed with an anticipated effective date of January 1, 2022. Manager will provide a transition budget after LOI execution and prior to transition.
BASE MANAGEMENT FEE:	An amount equal to 2.0% of Gross Revenues, as defined in the Hotel Management Agreement.
INCENTIVE MANAGEMENT FEE:	TBD at Owner's discretion.
CENTRALIZED ACCOUNTING FEE:	Monthly Accounting fee of $4,400, subject to an annual increase based on CPI. This fee shall include the following Accounting Services: • Accounts Payable Processing • Processing/Distribution of Checks • Cash and Bank Management • Balance Sheet Reconciliations • Sales and Use Tax Filings • Generating Financial Statements • Posting of Prepaids • Posting of Utilities
PROJECT MANAGEMENT/ PROCUREMENT FEE:	If requested by Owner, Manager will provide Project Management, IT Project Management, and/or Procurement services for 5.0% of project cost which requires Crescent's engagement. A separate agreement will be sent for applicable PM/IT PM services.
WORKING CAPITAL:	The hotel shall have adequate working capital at all times sufficient to pay operating expenses. Owner will deposit Working Capital into the respective Hotel's Operating Account.
CORPORATE EXPENSE ALLOCATIONS:	No allocation of corporate overhead shall be charged to Owner, except travel and other similar expenses of corporate staff, Task Force filling positions at the Hotel and/or centralized services programs directly related to the Hotel.

	Corporate travel and other similar expenses will be provided as part of the Annual Plan to be mutually agreed upon by Owner and Manager. There is no transition management fee to Crescent, with the exception of travel and expenses incurred related to the transition. A Centralized Services schedule, outlining Crescent's expenses, shall be made available prior to the execution of the Hotel Management Agreement.
NON-DISTURBANCE:	Provided that Manager is not in default beyond any applicable cure period, Owner will ensure that Manager's rights are recognized by all lenders providing financing secured by the Hotel pursuant to a subordination and non-disturbance agreement acceptable to Manager.
EMPLOYMENT MATTERS:	All Employees shall be employees of Manager. All compensation levels for Hotel Employees will be approved as part of the annual operating budgets. All Employees shall participate in Manager's benefit and training programs. The hiring or replacement of Senior Hotel Executives shall be subject to the approval of the Owner. Senior Hotel Executives shall be comprised of the Hotel's General Manager, Director of Sales & Marketing and Director of Finance.
BUDGETARY MATTERS:	Manager to submit budget no later than November 1 prior to each Fiscal Year (or 60 Days after taking over hotel to produce mid-year stub budget). This shall include the Operating Budget, Capital Budget, and the Hotel's Sales & Marketing Business Plans. Owner shall have forty-five (45) days to review, provide input and approve the annual plan.
CAPITAL EXPENDITURES:	All capital expenditures to be approved by Owner in advance.
ACCOUNTS:	All Hotel operating accounts will be in the name of Manager as agent for Owner. All Hotel operating accounts will be maintained by Manager as agent for Owner at a financial institution selected by Manager.
CONFIDENTIALITY:	The terms and conditions set forth in this Term Sheet shall be held by Owner and Manager in strict confidence and, except as required by law, will not be disclosed by Owner or Manager to any person or entity, other than to their respective advisors who need to know such information for the purpose of evaluating the transaction contemplated by this Term Sheet and who are directed to maintain the terms and conditions of this Term Sheet in strict confidence.
RFP ASSISTANCE:	Manager shall provide assistance and all data necessary to complete the State Association RFP before August 25th, 2021. In September 2021, Manager shall provide in-person senior leadership to present the RFP.
EXCLUSIVITY:	Owner agrees that during a period of thirty (30) days commencing on the date of execution of this Term Sheet (the "Exclusivity Period"), Owner will negotiate exclusively with Manager in good faith to complete agreements containing terms and provisions which are substantially consistent with the terms of this term sheet, together with such modifications thereof and such other terms and provisions to which the parties mutually agree. During the Exclusivity Period, neither Owner nor its affiliates, employees, consultants, contractors, brokers, agents nor representatives, shall negotiate or communicate with anyone other than Manager regarding the branding and operation of the Hotel.

viii. FINANCIAL PROPOSAL

LEASE NOTE: If the offeror intends to propose to enter into a management agreement with the SMMA, please submit a standard form management agreement that would propose to operator under, as available.

NON-BINDING TERM SHEET FOR THE MANAGEMENT OF THE EXISTING

STONE MOUNTAIN PARK PROPERTY

OWNER:	Stone Mountain Memorial Association
MANAGER:	Thrive Attractions Management, LLC ("Manager")
PROPERTY NAME	Stone Mountain Park (Revenue-Generating Areas)
TERM OF CONTRACT	10-year contract with two 5-year renewals
TIMELINE FOR TRANSITION	January 1, 2022 or date selected by Owner. Manager will provide a transition budget upon request.
TERMINATION PROVISIONS:	TBD – Reasonable and customary early termination terms within industry standards for both Owner and Manager. Reasonable and clear performance tests to be set at Owner's discretion to maintain the property's conditions, health and safety standards, levels of expected customer service, operations uptime vs agreed to schedule and baseline financial performance.
BASE MANAGEMENT FEE:	An amount equal to 2% of Gross Revenues for the hotels (see Crescent Term Sheet) and 3% of Gross Revenues all other areas. Other than pass through expenses incurred by Manager to operate the property, NO additional fees shall be charged to the Owner. This brings overall effective base management fee (based on 2021 forecasted revenue) to 2.66%.
INCENTIVE MANAGEMENT FEE*:	SMMA Retains 100% of EBITDA for the first $8 Million Dollars (each year this 100% base EBITDA level grows by CPI). This allows SMMA to retain consistent cashflow to fund its operations. After base level of EBITDA is achieved, Manager receives an incentive fee of 20% of EBITDA above baseline. The Incentive Fee paid to Crescent will be subtracted from overall Incentive Fee so payout by the SMMA is capped at 20%.
BUDGET	Manager to submit budget no later than November 1 prior to each Fiscal Year. This shall include the Operating Budget, Operating Calendar, Repair and Replace Capital Budget, Revenue-Generating Capital Budget and the Properties Sales & Marketing Business Plans. Included in this budget will be all required insurance for the property. Owner shall have forty-five (45) days to review, provide input and approve the annual plan.
REVENUE GENERATING CAPITAL	Each year, the Owner shall make a best effort to dedicate 40% of positive cash to revenue-generating capital investments to sustain healthy growth in the business. This is contingent on Owner meeting its baseline cashflow needs for park operations and RR capital needs.
WORKING CAPITAL:	The Manager shall have adequate working capital at all times sufficient to pay operating expenses. Owner will deposit Working Capital into the Manager's Operating Account per the Management Agreement by the 15th of each month based on the forecasted cash flow needs of the following month.
EMPLOYMENT MATTERS:	All Employees shall be employees of Manager or Hotel Manager. All Employees shall participate in Manager's benefit and training programs. Park leadership will have the opportunity to participate in a bonus program based on beating budgeted

	performance levels. Owner shall approve bonus program as part of the annual budget. The hiring or replacement of Senior Executives shall be subject to the approval of the CEO of the SMMA. Senior Executives shall be comprised of the Property President and General Manager, Hotel's General Manager, Attractions General Manager and Golf General Manager.
ACCOUNTS:	All Hotel operating accounts will be in the name of Manager as agent for Owner. All Hotel operating accounts will be maintained by Manager as agent for Owner at a financial institution selected by Manager.

*$8 million dollars was established as the baseline the SMMA needs to fund all of its operational requirements (current rent level minus current escrow funding comes to $8 million). Also, having the incentive fee based on EBITDA instead of revenue helps motivate the Manager to control expenses as well as revenue. Bottom line is if the SMMA does not have to pay an incentive fee until 100% of the SMMA's operating needs are met. Even once the incentive fee is being paid, the SMMA gets 80% of the surplus EBITDA. Also note that the $8 million base grows by CPI annually ensuring the stability of this funding source.

CONCLUSIONS: The SMMA has the responsibility to make a choice that will most likely lead to a strong and stable financial future for Stone Mountain Park. Thrive brings a compelling vision for that future and the experienced team to bring that vision to life. It is going to take the right experience, the right strategy and the right heart to make Stone Mountain Park thrive.

ix. Appendices

Appendix A - List of current Crescent Clients (please notify Crescent prior to any outreach to owners.

Property & Location	# Rooms	Ownership	Contact	Phone	Email	Address
Four Points Mississauga (Mississauga, ON - Canada)	205	2595785 Ontario Inc	Jackson Chen	(587) 223-7959	ljchen33@gmail.com	6090 Dixie Rd Mississauga, ON L5T 1A6
DoubleTree Bloomfield Hills Detroit (Bloomfield Hills, MI)	144	Alden Development Group	Tom Herbst	(248) 835-6557	therbst@aldendevelopment.com	353 North Old Woodward Birmingham MI 48009
Marriott Dallas Allen Hotel & Convention Center (Allen, TX)	300	Altera	Mike Kennedy	(972) 814-4568	mkennedy@alteradevco.com	5910 North Central Expy, Ste 1360 Dallas, TX 75206
Courtyard Billerica Bedford (Billerica, MA)	210	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Courtyard Old Town Wichita (Wichita, KS)	128	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Hampton Inn Columbus Easton (Columbus, OH)	145	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Hampton Inn Phoenix Airport N (Phoenix, AZ)	106	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Hampton Inn Pittsburgh Meadowlands (Washington, PA)	103	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Hampton Inn Pittsburgh Waterfront (Homestead, PA)	113	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Homewood Suites Pittsburgh Southpointe (Canonsburg, PA)	145	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Residence Inn Stillwater (Stillwater, OK)	101	Artemis	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
SpringHill Suites Pittsburgh Bakery Square (Pittsburgh, PA)	110	Artemis/Capstone	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Residence Inn Birmingham Downtown at UAB (Birmingham, AL)	129	Artemis/Capstone	Alec Sherman	(240) 235-2026	alec.sherman@artemisrep.com	5404 Wisconsin Ave Suite 1150 Chevy Chase, MD 20815
Hyatt Herald Square (New York, NY)	122	Azure	Jane Jeong	(347) 712-8438	jane.jeong@azure-assets.com	331 Park Avenue S #709 New York, NY 10010
Hyatt Place Midtown South (New York, NY)	185	Azure	Jane Jeong	(347) 712-8438	jane.jeong@azure-assets.com	331 Park Avenue S #709 New York, NY 10010
The Ven, a Tribute Portfolio Hotel (Washington, DC)	231	Azure	Jane Jeong	(347) 712-8438	jane.jeong@azure-assets.com	331 Park Avenue S #709 New York, NY 10010
Westin San Jose (San Jose, CA)	171	Azure	Jane Jeong	(347) 712-8438	jane.jeong@azure-assets.com	331 Park Avenue S #709 New York, NY 10010
The MAX Daytona Resort (Daytona Beach, FL) ∞	72	Bayshore Capital	John Ott	(321) 438-2525	jott@bayshorecapital.com	199 Bay Street Ste 2900 PO Box 459 Toronto ON M5L 1G4
Hilton Cincinnati Netherland Plaza (Cincinnati, OH)	561	Belvedere Corp	Greg Power	(513) 985-1200	powerrealty@fuse.net	8040 Hosbrook Rd. Ste 201 Cincinnati, OH 45236
DoubleTree Orlando at SeaWorld (Orlando, FL)	1020	BLT	Rob Larson	(203) 355-7894	rlarson@bltoffice.com	One Elmcroft Rd, Ste 500 Stamford, CT 06902
Hotel Vance Portland, a Tribute Portfolio Hotel (Portland, OR)	180	BPM Real Estate	David Steinbach	(503) 933-2125	dmsteinbach@bpmgrp.com	1455 SW Broadway Portland, OR 97201
DoubleTree Boston - Bedford Glen (Bedford Glen, MA)	281	Broadshore	Russell Munn	(310) 571-4219	russell_sunn@broadshore.com	11755 Wilshire Blvd, Suite 1350 Los Angeles, CA 90025

Embassy Suites Chicago North Shore Deerfield (Deerfield, IL)	237	Broadshore	Russell Munn	(310) 571-4219	russell_sunn@broadshore.com	11755 Wilshire Blvd, Suite 1350 Los Angeles, CA 90025
Marriott Hutchinson Island Beach Resort, Golf & Marina (Hutchinson Island, FL)	274	Brookfield	Erica Graham	(443) 510-6087	erica.graham@brookfieldproperties.com	250 Vesey St, 15th Fl New York NY 10281
PGA National Resort & Spa (West Palm Beach, FL)	339	Brookfield	Erica Graham	(443) 510-6087	erica.graham@brookfieldproperties.com	250 Vesey St, 15th Fl New York NY 10281
The Mayfair at Coconut Grove (Coconut Grove, FL)	179	Brookfield	Erica Graham	(443) 510-6087	erica.graham@brookfieldproperties.com	250 Vesey St, 15th Fl New York NY 10281
Westin Tempe at ASU (Tempe, AZ)	290	CAI	Chris Beavor	(702) 853-7900	chris@ssrinow.com	9325 W. Sahara Ave Las Vegas, NV 89117
Delta Las Vegas Southwest (Las Vegas, NV) ∞	120	CAI	Chris Beavor	(702) 853-7900	chris@ssrinow.com	9325 W. Sahara Ave Las Vegas, NV 89117
Hyatt Place Page/Lake Powell (Page, AZ)	102	Canyon Equity	David Philp	(415) 925-1038	dphilp@canyonequity.com	101 Larkspur Landing Circle, Ste 310 Larkspur, CA 94939
Hyatt Place Salt Lake City/Farmington/Station Park (Farmington, UT)	108	CenterCal	Peter Houck	(310) 563-6900	phouck@centercal.com	1600 East Franklin Avenue El Segundo, CA 90245
Holiday Inn Miami Beach-Oceanfront (Miami, FL)	253	Charles Group Hotels	Israel Neiss	(718) 614-8334	Israel@mountainviewnj.com	4333 Collins Ave, Miami Beach, FL 33140
The Lexington Miami Beach (Miami Beach, FL)	145	Charles Group Hotels	Israel Neiss	(718) 614-8334	Israel@mountainviewnj.com	4333 Collins Ave, Miami Beach, FL 33140
Residence Inn Sacramento Downtown at Capitol Park (Sacramento, CA)	235	Christofer Company	Tony Giannoni	(916) 425-6402	tgiannoni@christoferco.com	5150 Fair Oaks Blvd #101-364 Carmichael, CA 95608
DoubleTree Cleveland Downtown-Lakeside (Cleveland, OH)	380	CIII	Steve Luther	(972) 868-5430	steve.luther@greyco.com	5221 N O'Connor Blvd, Ste 600 Irving, TX 75039
The Sarasota Modern, a Tribute Portfolio Hotel (Sarasota, FL)	89	Cincotta Co.	Jason Cincotta	(508) 344-5727	jason@cincotta.co	77 Franklin St. Ste 805 Boston, MA 02110
Embassy Suites Philadelphia Valley Forge (Wayne, PA)	229	Colmar Hotels	Walter Levy	(214) 507-7888	walter@colmarh.com	2727 Chemsearch Blvd Irving TX 75062
Hyatt Place Colonnade - Ottawa (Ottawa, ON - Canada)	140	Colonnade Development	Jay Kaminski	(613) 225-8118 x32	jaykaminski@colonnade.ca	16 Concourse Gate Ste 200 Ottawa ON K2E 7S8
Crowne Plaza Los Angeles-Commerce Casino (Commerce, CA)	194	Commerce	Lonnie Coleman	(323) 838-3254	l.coleman@commercecasino.net	6131 East Telegraph Rd Commerce, CA 90040
JW Marriott Reston Station (Reston, VA) ∞	243	Comstock	Josh Firebaugh	(703) 230-1136	jfirebaugh@comstockpartnerslc.com	1886 Metro Center Dr 4th Fl Reston VA 20190
Hilton Richmond Hotel & Spa/Short Pump (Richmond, VA)	254	CW Capital	David King	(202) 715-9554	dking@cwcapital.com	900 19th St, NW, 8th Fl Washington DC 20006
Element Huntsville (Huntsville, AL)	150	Dansk	Christina Moller	(310) 909-3176	cmoller@danskig.com	6591 Collins Dr, Ste E11 Moorpark, CA 93021
Westin Huntsville (Huntsville, AL)	210	Dansk	Christina Moller	(310) 909-3176	cmoller@danskig.com	6591 Collins Dr, Ste E11 Moorpark, CA 93021
Marriott Owings Mills Metro Centre Hotel & Conference Center (Owings Mills, MD) ∞	232	David S. Brown	Rich Lipsky	(410) 581-2505	rlipsky@davidsbrown.com	100 Painters Mill Rd. Ste 900 Owings Mill MD 21117
Hilton Vancouver Metrotown (Burnaby, BC - Canada)	283	DSDL	Luke Lee	(604) 438-7070	lukelee@dsdlcanada.ca	6083 McKay Ave Burnaby BC V5H 2W7
Hotel Pur, a Tribute Portfolio Hotel (Quebec, QC - Canada)	242	DSDL	Luke Lee	(604) 438-7070	lukelee@dsdlcanada.ca	6083 McKay Ave Burnaby BC V5H 2W7
Matrix Hotel (Edmonton, AB - Canada)	184	DSDL	Luke Lee	(604) 438-7070	lukelee@dsdlcanada.ca	6083 McKay Ave Burnaby BC V5H 2W7
Metterra Hotel on the Whyte (Edmonton, AB - Canada)	98	DSDL	Luke Lee	(604) 438-7070	lukelee@dsdlcanada.ca	6083 McKay Ave Burnaby BC V5H 2W7

Varscona Hotel on the Whyte (Edmonton, AB - Canada)	89	DSDL	Luke Lee	(604) 438-7070	lukelee@dsdlcanada.ca	6083 McKay Ave Burnaby BC V5H 2W7
Hotel Dene & Conference Center (Cold Lake, AB - Canada)	115	First Nation	Bruce Simms	(306) 384-9375	brucesimms@sasktel.net	Route 28 & Highway 897, Cold Lake, AB T9M 1P4
Hilton Phoenix Resort at the Peak (Phoenix, AZ)	563	Fortress	Patrick Webber	(972) 476-1683	pwebber@fortress.com	1345 Avenue of the Americas 45th Fl New York NY 10105
Courtyard Albuquerque Airport (Albuquerque , NM)	136	Fulcrum	Michael Torres	(646) 657-2950	mtorres@fulcrumhospitality.com	66 York Street New Jersey, NJ 07302
SpringHill Suites Las Vegas (Las Vegas, NV)	299	GEM	Eva Wassermann	(312) 915-5521	ewassermann@gemrc.com	900 N Michigan Ave Ste 1450 Chicago IL 60611
Crowne Plaza JFK Airport (Jamaica, NY)	330	GFI	Joel Rosen	(212) 837-4613	jr@gficap.com	140 Broadway 41st Fl New York NY 10005
Hilton Greenville (Greenville, SC)	256	GFI	Joel Rosen	(212) 837-4613	jr@gficap.com	140 Broadway 41st Fl New York NY 10005
Element Mission Gateway (Mission, KS) ∞	202	GFI	Joel Rosen	(212) 837-4613	jr@gficap.com	140 Broadway 41st Fl New York NY 10005
The Opus Hotel, Autograph Collection (White Plains, NY)	146	GFI/Glacier	Joel Rosen	(212) 837-4613	jr@gficap.com	140 Broadway 41st Fl New York NY 10005
Holiday Inn Manhattan - Financial District (New York, NY)	490	Golden Seahorse	Jeff Qin	(718) 785-3645	jqin@hihotelmanhattan.com	103 Washington St, #3 New York, NY 10006
Chicago Marriott Suites Deerfield (Deerfield, IL)	248	Goldman	Chris Joy	(972) 368-2609	chris.joy@gs.com	2001 Ross Ave Dallas, TX 75201
Hilton San Antonio Hill Country (San Antonio, TX)	226	Goldman	Chris Joy	(972) 368-2609	chris.joy@gs.com	2001 Ross Ave Dallas, TX 75201
Courtyard Toronto Mississauga/West (Mississauga, ON - Canada)	120	Great Lake	Rajesh Kumar	(647) 292-2428	greatlakehotel@gmail.com	290 Derry Rd W, Mississauga, ON L5W 1N6
HALL Arts Hotel, a Curio Collection (Dallas, TX)	183	Hall Group/Hall Structured Finance	Larry Harris	(972) 377-1138	lharris@hallfinancial.com	2323 Ross Ave Ste 200 Dallas TX 75201
Hall Park Hotel (Frisco, TX) ∞	200	Hall Group/Hall Structured Finance	Larry Harris	(972) 377-1138	lharris@hallfinancial.com	2323 Ross Ave Ste 200 Dallas TX 75201
Hyatt House East Moline (East Moline, IL)	99	Hall Group/Hall Structured Finance	Larry Harris	(972) 377-1138	lharris@hallfinancial.com	2323 Ross Ave Ste 200 Dallas TX 75201
Hyatt Place East Moline (East Moline, IL)	134	Hall Group/Hall Structured Finance	Larry Harris	(972) 377-1138	lharris@hallfinancial.com	2323 Ross Ave Ste 200 Dallas TX 75201
Hilton Garden Inn Stony Brook (Stony Brook, NY)	135	Harbor Construction	Frank Toner	(631) 473-6314	FEToner@HarborConstructionManagement.com	40 North Country Rd Port Jefferson, NY 11777
Newport Beachside Hotel & Resort (Sunny Isles Beach, FL)	339	HB Capital	Steven Hurowitz	(305) 949-1300	steven@hbcapital.com	16701 Collins Ave. Sunny Isles Beach, FL 33160
Horseshoe Bay Resort & Spa (Horseshoe Bay, TX)	404	Horseshoe Bay	Ron Mitchell	(830) 598-2420	rmitchell@hsbresort.com	101 Horseshoe Bay Blvd PO Box 7766 Horseshoe Bay TX 78657
AC Fort Worth Downtown (Forth Worth, TX)	252	Jackson Shaw	Joe Blewitt	(972) 628-7495	Jblewitt@jacksonshaw.com	4890 Alpha Rd Ste 100 Dallas, TX 75244
Courtyard Dallas Plano/The Colony (The Colony, TX)	128	Jackson Shaw	Joe Blewitt	(972) 628-7495	Jblewitt@jacksonshaw.com	4890 Alpha Rd Ste 100 Dallas, TX 75244
Element Skysong (Scottsdale, AZ)	157	Jackson Shaw	Joe Blewitt	(972) 628-7495	Jblewitt@jacksonshaw.com	4890 Alpha Rd Ste 100 Dallas, TX 75244
Fairfield Inn Dallas Plano/The Colony (The Colony, TX)	104	Jackson Shaw	Joe Blewitt	(972) 628-7495	Jblewitt@jacksonshaw.com	4890 Alpha Rd Ste 100 Dallas, TX 75244
Residence Inn Dallas Plano/The Colony (The Colony, TX)	102	Jackson Shaw	Joe Blewitt	(972) 628-7495	Jblewitt@jacksonshaw.com	4890 Alpha Rd Ste 100 Dallas, TX 75244
AC/Element Symphony Park (Las Vegas, NV) ∞	441	Jackson Shaw	Joe Blewitt	(972) 628-7495	Jblewitt@jacksonshaw.com	4890 Alpha Rd Ste 100 Dallas, TX 75244
Renaissance Ala Moana (Honolulu, HI) ∞	300	JL Capital	Tim Lee	(808) 445-9080 x102	tim@jlalamoana.com	1440 Kapiolani Blvd. Ste 1509 Honolulu, Hawaii 96814

Hampton Inn & Suites Nashville Downtown (Nashville, TN)	154	Jordache	Jonathan Bennett	(646) 383-8124	jbennett@jordache.com	1400 Broadway, 15th Fl New York, NY 10018
DoubleTree Berkeley Marina (Berkeley, CA)	378	Junson	Dominik Gomez	(646) 887-9117	dominik.gomez@junsoncapital.com	140 E. 45th St, 20th Fl New York, NY 10017
Marriott Detroit Southfield (Southfield, MI)	223	Junson	Dominik Gomez	(646) 887-9117	dominik.gomez@junsoncapital.com	140 E. 45th St, 20th Fl New York, NY 10017
DoubleTree Hotel & Suites Houston at the Galleria (Houston, TX)	476	KKR	Paul Wasserman	(212) 401-0393	Paul.Wasserman@kkr.com	600 Travis St, Suite 7200 Houston, Texas 77002
DoubleTree Newark Airport (Newark, NJ)	502	LCP	Peter Sullivan	(914) 371-5276	psullivan@lcpgroup.com	50 Main St. Ste 1410 White Plains, NY 10606
Marriott Detroit Livonia (Livonia, MI)	224	LCP	Peter Sullivan	(914) 371-5276	psullivan@lcpgroup.com	50 Main St. Ste 1410 White Plains, NY 10606
Marriott Fairfax at Fair Oaks (Fairfax, VA)	310	LCP	Peter Sullivan	(914) 371-5276	psullivan@lcpgroup.com	50 Main St. Ste 1410 White Plains, NY 10606
Westin Lombard (Lombard, IL)	500	MC Advisors	Maria Cheng	(917) 692-9223	mcheng@mchadvisory.com	70 Yorktown Center, Lombard, IL 60148
Crowne Plaza Englewood (Englewood, NJ)	194	McSam	Sam Chang	(516) 773-9300	samchang@mcsamhotel.com	420 Great Neck Road Great Neck, NY 11021
Holiday Inn Baltimore (Baltimore, MD)	384	McSam	Sam Chang	(516) 773-9300	samchang@mcsamhotel.com	420 Great Neck Road Great Neck, NY 11021
Marriott Baltimore Inner Harbor at Camden Yards (Baltimore, MD)	524	McSam	Sam Chang	(516) 773-9300	samchang@mcsamhotel.com	420 Great Neck Road Great Neck, NY 11021
Radisson Hotel Baltimore Downtown-Inner Harbor (Baltimore, MD)	323	McSam	Sam Chang	(516) 773-9300	samchang@mcsamhotel.com	420 Great Neck Road Great Neck, NY 11021
Le Méridien Midtown South Chelsea (New York, NY) ∞	165	McSam	Sam Chang	(516) 773-9300	samchang@mcsamhotel.com	420 Great Neck Road Great Neck, NY 11021
Hilton Garden Inn Flint (Flint, MI)	130	Mott Foundation	Amy Hovey	(810) 766-1718	ahovey@mott.org	503 Saginaw St #1200 Flint, MI 48502
Sheraton Oklahoma City Downtown Hotel (Oklahoma City, OK)	396	Nimes	Afshin Kateb	(310) 203-3800 x16	afshin@nazent.com	9595 Wilshire Blvd Suite 600 Beverly Hills, CA 90212
Hotel Vie, a Tribute Portfolio Hotel (Vaughan, ON - Canada) ∞	250	Parentela	Carlo Parentela	(905) 266-2150	Carlo@Carlo.ca	8440 Hwy 27 Woodbridge ON L4L 1A5
DoubleTree Philadelphia West (Plymouth Meeting, PA)	253	PCCP	Phil Russick	(801) 602-8163	prussick@pccpllc.com	100 Pine St San Francisco, CA 94111
Holiday Inn Express Tecumseh-Lakeshore (Lakeshore, ON - Canada)	105	Petcon Realty	Davide Petretta	(519) 737-1292	dpetretta@petcon.net	5000 Yonge St. #1901 Toronto ON M2N 7E9
Hilton Columbus/Polaris (Columbus, OH)	252	Rockbridge	Paul Isaacson	(614) 246-2610	pisaacson@rockbridgecapitalxtl.com	4100 Regent Street Suite G Columbus, OH 43219
Sheraton Suites Philadelphia Airport (Philadelphia, PA)	250	Sagamore Capital	Chuck Dubroff	(480) 575-1277	cdubroff@gmail.com	4101 B Island Ave, Philadelphia, PA 19153
Fairfield Inn & Suites Manhattan Financial District (New York, NY)	196	SBP Management	Sheetal Patel	(917) 843-9372	sheetal@sbphotels.com	144-17 156th Street Jamaica, NY 11434
Homewood Suites by Hilton Columbus/OSU (Columbus, OH)	109	Shidler	Greg Winther	(484) 732-7130	gwinther@shidler.com	841 Bishop St. Ste 1700 Honolulu HI 96813
Le Méridien St. Louis Clayton (St. Louis, MO)	268	Silverwest	Jared Flagg	(303) 551-3355	jflagg@silverwesthotels.com	101 University Blvd Suite 200 Denver, CO 80206
Delta Saint John (Saint John, NB - Canada)	254	Slate	Steve Hodgson	(416) 583-1759	steve@slateam.com	121 King St W #200 Toronto ON M5H 3T9
Sheraton Denver Tech Center (Greenwood Village, CO)	263	Solid Rock/Taconic	Greg Rice	(805) 899-2888	Greg@SolidRockGroup.com	230 Park Ave Ste 1000 New York, NY 10169
The Broadview Hotel (Toronto, ON - Canada)	58	Streetcar	Les Mallins	(416) 686-9199 x105	les@Streetcar.ca	1230 Dundas St. E Toronto ON M4M 1S3
The Gladstone Hotel (Toronto, ON - Canada)	37	Streetcar	Les Mallins	(416) 686-9199 x105	les@Streetcar.ca	1230 Dundas St. E Toronto ON M4M 1S3
Marriott Downtown Syracuse (Syracuse, NY)	261	Syracuse Restoration	Ed Riley	(315) 424-6091	ed.riley@bwllc.com	500 South Warren Street PO Box 998 Syracuse, NY 13202

Staybridge Suites West Edmonton (Edmonton, AB - Canada)	125	Terracap	Larry Krauss	(416) 222-4446 x1	lkrauss@terracap.ca	100 Sheppard Ave East Ste 502 Toronto ON M2N 6N5
Crowne Plaza Houston Galleria Area (Houston, TX)	207	Torchlight	Luca Montalti	(212) 808-3665	gmontalti@torchlightinvestors.com	280 Park Ave New York, NY 10017
Delta Hunt Valley (Hunt Valley, MD)	384	Torchlight	Luca Montalti	(212) 808-3665	gmontalti@torchlightinvestors.com	280 Park Ave New York, NY 10017
Hotel VINACHE (New Orleans, LA)	155	Torchlight	Luca Montalti	(212) 808-3665	gmontalti@torchlightinvestors.com	280 Park Ave New York, NY 10017
Sheraton Panama City Beach Golf & Spa Resort (Panama City Beach, FL)	320	Torchlight	Luca Montalti	(212) 808-3665	gmontalti@torchlightinvestors.com	280 Park Ave New York, NY 10017
The Times Square Hotel (New York City, NY)	478	Torchlight	Luca Montalti	(212) 808-3665	gmontalti@torchlightinvestors.com	280 Park Ave New York, NY 10017
Highline Vail, a DoubleTree Hotel (Vail, CO)	119	True North	Mark Mutkoski	(914) 304-8770	mmutkoski@tninvestors.com	10 Bank Street - 12th Fl White Plains, NY 10606
Holiday Inn San Jose - Silicon Valley (San Jose, CA)	354	True North	Mark Mutkoski	(914) 304-8770	mmutkoski@tninvestors.com	10 Bank Street - 12th Fl White Plains, NY 10606
Residence Inn Milwaukee Brookfield (Brookfield, WI)	104	Wimmer Companies	John Wimmer	(414) 433-4300	john@wimmerbrothers.com	5300 S 108th St. Suite 1 Hales Corner, WI 53130
Tribute Milwaukee Third Ward (Milwaukee, WI) ∞	143	Wimmer Companies	John Wimmer	(414) 433-4300	john@wimmerbrothers.com	5300 S 108th St. Suite 1 Hales Corner, WI 53130
Hilton Garden Inn Niagara-on-the-Lake (Niagara-on-the-Lake, ON - Canada)	118	Xinjia De	Erin Cao	(647) 960-0633	erin.cao@xinjiade.ca	3600 Steeles Ave W, Woodbridge, ON L4L 8P5
Staybridge Suites Toronto Vaughan (Vaughan, ON - Canada)	186	Xinjia De	Erin Cao	(647) 960-0633	erin.cao@xinjiade.ca	3600 Steeles Ave W, Woodbridge, ON L4L 8P5

∞ = under development

Appendix B – List of Crescent Former Clients

Property & Location (Formula)	# Rooms
AC Bellevue (Bellevue, WA) +	234
Cambria Hotel Rockville (Rockville, MD) +	140
Holiday Inn Alexandria - Old Town (Alexandria, VA) +	178
Marriott New York LaGuardia Airport (East Elmhurst, NY) +	443
Adolphus Hotel, Autograph Collection (Dallas, TX) *	422
Courtyard Saskatoon Airport (Saskatoon, SK) *	135
Crowne Plaza St. Louis Airport (Bridgeton, MO) +	350
DoubleTree Albuquerque (Albuquerque, NM) +	295
DoubleTree Atlanta Airport (Atlanta, GA) +	220
DoubleTree Hotel Memphis Downtown (Memphis, TN) +	280
DoubleTree New York Times Square West (New York, NY) +	467
Element Harrison-Newark (Harrison, NJ) *	138
Hampton Inn & Suites Atlanta-Downtown (Atlanta, GA) +	119
Hampton Inn Birmingham-Colonnade (Birmingham, AL) +	133
Harbour Towers Hotels & Suites (Victoria, BC) ^	185
Hilton Garden Inn Atlanta Midtown (Atlanta, GA) +	136
Hilton Garden Inn Detroit Downtown (Detroit, MI) +	198
Hilton Garden Inn Long Island City (Long Island City, NY) +	183
HNA Palisades Premier Conference Center (Palisades, NY) *	206
Homewood Suites by Hilton Atlanta Midtown (Atlanta, GA) +	92
Hyatt Place Washington DC/US Capitol (Washington, DC) +	200
Marriott Huntsville (Huntsville, AL) +	288
Residence Inn Cape Canaveral Cocoa Beach (Cape Canaveral, FL) +	150
Royal St. Charles (New Orleans, LA) +	143
Salishan Spa & Golf Resort (Gleneden Beach, OR) +	210
Sheraton Reston Hotel (Reston, VA) +	301
Sheraton Tysons Hotel (Tysons Corner, VA) ^	449
Westin Reston Heights (Reston, VA) +	191

+ = Asset Sale
^ = Closed/Repurposed for Other Asset Class
** = Self management*

Brand-Managed Case Studies

BALTIMORE MARRIOTT INNER HARBOR AT CAMDEN YARDS

Increased Room Revenues Through Crescent's Dedicated Sales Efforts

- Crescent transitioned into **Marriott**-managed property July 2019
- Keys: 524 Rooms; Meeting Space: 18,500 SF; 3 F&B outlets.
- Crescent involved with collaborative planning for major property improvement plan (PIP) and renovation. PIP scope estimated at $25.3M ($48K/key).
- P&L impact includes projections to stabilize at 70.0% at $156 (2019$) compared to Marriott managed performance of 62% at $136 in 2018. GOP projected to grow to 34% in 2025 compared to 25% in 2018 (pre-Crescent performance).

Focus areas:

- Reduce reliance on city wide groups as TAP reports for the city of Baltimore are challenged for upcoming years.
- Build internal Group loyalty to replace city wide business and generate repeat groups including medical and law firms.
- Leverage hotel renovations to attract professional baseball and football teams, as well as media and support staff.

Post-transition CVENT Results (8/2019 – 11/2019) for on-site Crescent Sales Team vs. Regional Salesforce Sales Team under Marriott management:

- Crescent response time 60% faster, resulting in 55% increase in RFP conversion rate.
- Awarded twice as many bookings as previous year.
- Average value per RFP up 15% on bookings.
- Total awarded value up by $642K (+255%).

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WESTIN CHICAGO LOMBARD

Implemented Dynamic Recovery Strategy to Attract Demand and Drive Revenues

- Crescent transitioned into **Marriott**-managed property April 2021
- Keys: 500 Rooms; Meeting Space: 45,000 SF; 3 F&B outlets.

Early Successes:

- RevPAR index increased to 114% in the two months post-transition compared to 88% in the three months pre-transition under Marriott.
- In the first three months under Crescent management, the hotel greatly surpassed their forecasted Total Revenue by over $900k and GOP margins by 10 basis points. F&B Revenue exceeded forecast by $566k, resulting in a 44% department profit margin.
- Hotel sold over 1K Retail room nights above the forecast for July 2021, resulting in an additional $187k in revenue. Sales team secured 255 association room nights and almost 700 corporate transient room nights at higher rates than forecasted in the same period.

Revenue Strategies:

- Drive a weekday retail rate, improve mid-week transient occupancy, and improve weekday group average daily rate (ADR).
- Develop a target hit list of regional associations and government agencies using Crescent government resources and create promotions to capture.
- Negotiate long-term stay rates, extend current volume discounts, and create reward point offers for Business Transient accounts to drive volume.
- Focus group sales efforts on resilient businesses such as Biotech, Pharmaceutical, Government, Legal, Insurance, Accounting, Food, and Agriculture.

HILTON PHOENIX RESORT AT THE PEAK

Improved Cost Savings and Increased Revenues Through Transient Demand

- Crescent transitioned into **Hilton**-managed, union resort in May 2019.
- Keys: 563 Room all-suites hotel; Meeting Space: 50,000 SF; 3 F&B Outlets; 4-acre waterpark; spa; resort activities; award-winning kid's camp.

Focus areas:

- Increase Group as a percentage of business mix and Group contribution to banquet revenue. Target additional Social, Military, Educational, Religious, Fraternal (SMERF) and Government Group business.
- Revamp F&B program to maximize revenue potential.

Renovation:

- Crescent involved with hotel name change and collaborative planning for major renovation and repositioning of resort including reprograming of F&B.
- Guestroom renovations impact to P&L include stabilizing at 69.5% at $209 (2019$), a significant premium compared to 67% at $177 in 2018 (pre-Crescent performance).
- Meeting facilities renovations projected to increase Group occupancy from 37K room nights in 2018 to 50K room nights upon stabilization.

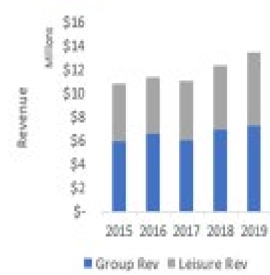
Early Results:

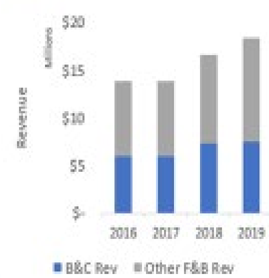
- $283K in A&G savings in YOY Trailing 12 Months (TTM) 2/2020 under Crescent; all payroll-related.
- RevPAR index increased to 122% in the four months post-transition compared to 98% in the four months pre-transition under Hilton.
- Transient Discount room nights increased by 1,500 room nights (+9%) in TTM 2/2020 compared to TTM 2/2019 (pre-Crescent); revenue gains of $419K.

HORSESHOE BAY RESORT

Performance Optimization Through a Revamped Sales Strategy

- Crescent transitioned into **Marriott**-managed, Marriott-flagged hotel in August 2016. Immediately deflagged to a pure independent resort.
- Keys: 402 Rooms; 80 Luxury Condos; Meeting Space: 40,000 SF; 7 F&B Outlets; 3 outdoor pools; Marina; full-service spa; 3 award-winning golf courses; 6 USTA-certified clay courts
- Overcame 11K group room night deficit in the first 9 months through the restructure and implementation of Crescent Sales Principles of response time to all leads.
- Implemented Leisure sales strategy to activate/drive volume in shoulder and off-peak periods.
- Established Banquet & Catering minimums and flexed by season to support room night growth.
- GOP increased from $13.2M in 2018 to $14.7M in 2019 (+11%)
- Recipient of multiple awards:
    - AAA 4-diamond resort
    - 2020 The Knot "Best of Weddings" Winner
    - 2019 Condé Nast Traveler "Readers' Choice" Winner
    - 3-Courses and 72-Holes of Awarding Winning Golf
        - 2019 Golf Digest "Editors Choice" Winner





WESTIN SAN JOSE

Improved Performance Through Higher-Rated Retail and Negotiated Demand

- Crescent transitioned into property in June 2017.
- Guestrooms: 171; Meeting Space: 8,849 SF;
- Consciously shifted mix of business away from group and convention to higher-rated retail segments.
- Replaced, redeployed, and hired talent to create a strong leadership team.
- Fostered strong relationships with the Local 19 and Local 39 unions to renegotiate contracts with minimal legal costs.
- Maintained high RevPAR Index, due to minimal reliance on Contract and Crew business.

YE 2018 vs. YE 2016

Westin San Jose	2016	%	2018	%	% Chg vs YE 2016
Room Statistics					
Occupancy	76%		78%		3.5%
ADR	$ 253.81		$ 282.50		11.3%
RevPAR	$ 192.03		$ 221.29		15.2%
RevPAR Index	112.4		120.8		7.4%
Total Revenues	$12.9M		$14.4M		11.3%
Departmental Expenses	$3.7M	29%	$3.5M	25%	-4.6%
Undistributed Expenses	$3.4M	27%	$4.1M	28%	20.7%
Total Operating Profit	**$5.8M**	45%	**$6.7M**	47%	**15.9%**

Key Results:

- Increased RevPAR index against comp set to 121% in 2018 compared to 112% in 2016. RevPAR Index increased by 16% to 134.4% in 2020, despite the COVID-19 pandemic.
- By decreasing group and convention blocks, Crescent replaced production with retail demand, growing this segment by +$990,000 YOY in 2019.
- Shifted room night mix from lower-rated discount segments to higher-rated segments, resulting in $19 total average daily rate growth YOY, without sacrificing occupancy.

CRESCENT PLATFORM ADVANTAGES

	Brand	Crescent
Cross Selling	Within Brand	Across Portfolio & Comp Set
Market Perspective	Brand driven	Local Market - CVB, Citywides
Client	Brand	Property
Pricing	Brand Swim Lanes	Dynamic
Lead Response	Days	4 Hours
Sales/Revenue Management	Cluster Structure	Dedicated Team
Corporate Resources (post-COVID)	Mass Furloughs/Layoffs	No Impact/Reductions
GSS	Not Actively Reviewed	Accountable to Brand
Representation	Brand	Brand & Crescent

Crescent Hotels & Resorts

CRESCENT DIGITAL MARKETING ADVANTAGES

	Marriott	Crescent
Digital Support	Must enroll in Field Marketing services Minimum annual investment: $21,995/yr. Inclusive of marketing fees, cost varies from $60,000 to $200,000+/yr.	Digital services are provided at no additional overhead cost
Marketing Execution	Managed by third party partner	Managed individually by property
Metasearch Campaigns	Centrally managed by Field Marketing	Managed individually by property
Team Integration	Limited interaction with Revenue/Sales based on hours allotted. No regular communication to Revenue counterparts.	Fully integrated RevGen team
OTA Integration	Brand wide discussions on behalf of hotel	Market and property specific discussion on behalf of hotel
Photo Management	Brand audit	Brand and Crescent audits

TOP OPPORTUNITIES

- Major expense saving opportunities generated through Labor, Payroll-Related Expenses (PTEB), and A&G Department.
- Inefficiencies in labor with brand-managed properties due to overstaffing; Opportunity to reduce full time employees (FTE's) and more often, decrease payroll-related expenses.
- Within A&G, there are immediate cost savings assumed under Centralized Accounting, Corporate Office Reimbursables, Training, and Travel.
- As shown in the tables below, Crescent projected savings of $523k in Payroll-Related Expenses and $395k in A&G Other Expenses at the Westin Chicago Lombard in 2019 prior to takeover.

WESTIN CHICAGO LOMBARD (PTEB)	2019 (ACT)	% Rev	2019 (CHR ADJUSTED)	% Rev	Variance	% Variance
ROOMS PTEB	$ 946,425	47.0%	$ 760,361	39.0%	$ (186,064)	-8%
F&B PTEB	978,312	65.3%	643,029	45.0%	$ (335,283)	-20%
A&G PTEB	310,093	40.3%	249,265	35.0%	$ (60,828)	-5%
IT PTEB	74,326	44.9%	66,153	40.0%	$ (8,173)	-5%
S&M PTEB	178,303	47.4%	245,577	37.0%	$ 67,274	-10%
R&M&U PTEB	480,196	55.8%	480,196	55.8%	$ -	0%
TOTAL PAYROLL-RELATED EXPENSES	$ 2,967,655	52.2%	$ 2,444,581	42.3%	$ (523,074)	-10%

WESTIN CHICAGO LOMBARD (A&G)	2019 (ACT)	POR	2019 (CHR ADJUSTED)	POR	Variance	POR Variance
CENTRALIZED ACCOUNTING CHARGES	$ 150,607	$ 1.22	$ 46,829	$ 0.38	$ (103,778)	$ (0.84)
CORPORATE OFFICE REIMBURSABLES	46,765	0.38	7,500	0.06	$ (39,265)	$ (0.32)
SERVICE CONTRACTS	12,495	0.10	5,000	0.04		
TRAINING/NON-PAYROLL	36,227	0.29	5,000	0.04	$ (31,227)	$ (0.25)
TRAVEL	17,559	0.14	7,500	0.06	$ (10,059)	$ (0.08)
TOTAL A&G OTHER EXPENSES	$ 888,897	$ 7.71	$ 716,344	$ 5.81	$ (172,553)	$ (1.90)
ADMIN & GENERAL DEPT	$ 2,117,047	$ 17.17	$ 1,722,433	$ 13.97	$ (394,614)	$ (3.20)

TOP OPPORTUNITIES (CONT.)

Improved Cost Savings through Payroll-Related Expenses and A&G

- Since taking over management in 2019, hotel was budgeted to realize a $148k decrease in Payroll-Related Expenses and $253k decrease in A&G other expenses in 2020.
- Total Departmental Expenses was expected to decrease by $531k in 2020 from 2018, which is mostly attributed to a reduction in labor in the Rooms department.
- Total Payroll-Related Expenses was expected to decrease to 30% from 33%, which is in line with other full-service Marriott hotels in our portfolio.

MARRIOTT BALTIMORE INNER HARBOR (PTEB)	2018 (PRE-CHR)	% Rev	2020 (BUD)	% Rev	Variance	% Variance
ROOMS PTEB	$ 604,685	27.1%	511,265	26.4%	$ (93,420)	-1%
F&B PTEB	889,090	41.4%	750,789	40.0%	$ (138,301)	-1%
A&G PTEB	333,513	32.1%	318,378	27.3%	$ (15,135)	-5%
IT PTEB	87,462	74.3%	50,712	46.6%	$ (36,750)	-28%
S&M PTEB	31,675	11.0%	258,577	26.4%	$ 226,902	15%
R&M&U PTEB	216,673	40.3%	125,187	24.9%	$ (91,486)	-15%
TOTAL PAYROLL-RELATED EXPENSES	$ 2,163,098	32.9%	$ 2,014,908	30.2%	$ (148,190)	-3%

MARRIOTT BALTIMORE INNER HARBOR (A&G)	2018 (PRE-CHR)	POR	2020 (BUD)	POR	Variance	POR Variance
CENTRALIZED ACCOUNTING CHARGES	$ 198,146	$ 1.67	$ 36,000	$ 0.34	$ (162,146)	$ (1.33)
SERVICE CONTRACTS	131,023	1.11	6,000	0.06	$ (125,023)	
TRAINING/NON-PAYROLL	45,487	0.38	2,400	0.02	$ (43,087)	$ (0.36)
TRAVEL	14,302	0.12	2,400	0.02	$ (11,902)	$ (0.10)
TOTAL A&G OTHER EXPENSES	$ 1,123,432	$ 9.48	$ 870,846	$ 8.20	$ (252,586)	$ (1.28)

Appendix D

Hotel 10 year Pro Forma for both Evergreen and Stone Mountain Inn Combined. The strategy is two-fold for the hotel: A) Increasing demand any time school is out (weekends, summer break, spring break, fall break and Christmas break) by creating compelling product at the attractions (see 10-year capital plan). By increasing demand during this time, this will also allow us to increase rates on rooms during this same time. The second strategy involves increasing occupancy during the week with a dedicated sales force that will focus on likely group segments.

Period	2017				2018				2019			
# of Keys	428				428				428			
Days	365				365				365			
Available Rooms	156,220				156,220				156,220			
Occupied Rooms	97,606				98,900				91,460			
Occupancy	62.5%				63.3%	*1.3%*			58.5%	*-7.5%*		
ADR	$ 133.36				$ 135.74	*1.8%*			$ 135.31	*-0.3%*		
RevPAR	$ 83.33				$ 85.93	*3.1%*			$ 79.22	*-7.8%*		
RPI	74.9				79.3	*6.0%*			73.9	*-6.8%*		
REVENUES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS REVENUE	$ 13,017,201	*45.1%*	133.36	30,414	$ 13,424,386	*46.7%*	135.74	31,365	$ 12,375,254	*45.6%*	135.31	28,914
F&B REVENUE	13,414,768	*46.5%*	137.44	31,343	12,558,909	*43.7%*	126.99	29,343	12,509,201	*46.1%*	136.77	29,227
MINOR OPERATED REVENUE	2,022,745	*7.0%*	20.72	4,726	1,972,478	*6.9%*	19.94	4,609	1,892,435	*7.0%*	20.69	4,422
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	*1,900,950*	*6.6%*	*19.48*	*4,441*	*1,807,547*	*6.3%*	*18.28*	*4,223*	*1,744,985*	*6.4%*	*19.08*	*4,077*
OTHER MOD	*121,795*	*0.4%*	*1.25*	*285*	*164,931*	*0.6%*	*1.67*	*385*	*147,450*	*0.5%*	*1.61*	*345*
MISCELLANEOUS INCOME	399,087	*1.4%*	4.09	932	800,972	*2.8%*	8.10	1,871	386,273	*1.4%*	4.22	903
TOTAL REVENUE	**$ 28,853,801**	***100.0%***	**295.62**	**67,415**	**$ 28,756,745**	***100.0%***	**290.77**	**67,189**	**$ 27,163,163**	***100.0%***	**297.00**	**63,465**
OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS EXPENSE	$ 3,996,030	*30.7%*	40.94	9,337	$ 4,152,894	*30.9%*	41.99	9,703	$ 4,116,876	*33.3%*	45.01	9,619
F&B EXPENSE	9,356,890	*69.8%*	95.86	21,862	9,105,012	*72.5%*	92.06	21,273	9,214,870	*73.7%*	100.75	21,530
MINOR OPERATED EXPENSE	1,957,424	*96.8%*	20.05	4,573	2,110,116	*107.0%*	21.34	4,930	2,034,040	*107.5%*	22.24	4,752
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	*1,852,525*	*97.5%*	*18.98*	*4,328*	*2,001,129*	*110.7%*	*20.23*	*4,676*	*1,891,733*	*108.4%*	*20.68*	*4,420*
OTHER MOD	*104,899*	*86.1%*	*1.07*	*245*	*108,987*	*66.1%*	*1.10*	*255*	*142,307*	*96.5%*	*1.56*	*332*
TOTAL OPERATING EXPENSES	**$ 15,310,344**	***53.1%***	**156.86**	**35,772**	**$ 15,368,022**	***53.4%***	**155.39**	**35,907**	**$ 15,365,786**	***56.6%***	**168.01**	**35,901**
OPERATING PROFIT	**$ 13,543,457**	***46.9%***	**138.76**	**31,644**	**$ 13,388,723**	***46.6%***	**135.38**	**31,282**	**$ 11,797,377**	***43.4%***	**128.99**	**27,564**
UNDISTRIBUTED EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ADMINISTRATIVE & GENERAL	$ 2,326,797	*8.1%*	23.84	5,436	$ 2,318,021	*8.1%*	23.44	5,416	$ 2,813,243	*10.4%*	30.76	6,573
INFORMATION TECHNOLOGY	732,882	*2.5%*	7.51	1,712	732,071	*2.5%*	7.40	1,710	532,969	*2.0%*	5.83	1,245
SALES & MARKETING	2,008,869	*7.0%*	20.58	4,694	1,918,196	*6.7%*	19.40	4,482	1,857,928	*6.8%*	20.31	4,341
FRANCHISE FEES	78,585	*0.3%*	0.81	184	99,935	*0.3%*	1.01	233	99,935	*0.4%*	1.09	233
REPAIRS & MAINTENANCE	1,640,151	*5.7%*	16.80	3,832	1,669,100	*5.8%*	16.88	3,900	1,637,976	*6.0%*	17.91	3,827
UTILITIES	1,137,921	*3.9%*	11.66	2,659	1,164,997	*4.1%*	11.78	2,722	1,106,056	*4.1%*	12.09	2,584
TOTAL UNDISTRIBUTED EXPENSES	**$ 7,925,205**	***27.5%***	**81.20**	**18,517**	**$ 7,902,320**	***27.5%***	**79.90**	**18,463**	**$ 8,048,107**	***29.6%***	**88.00**	**18,804**
GROSS OPERATING PROFIT	**$ 5,618,252**	***19.5%***	**57.56**	**13,127**	**$ 5,486,403**	***19.1%***	**55.47**	**12,819**	**$ 3,749,270**	***13.8%***	**40.99**	**8,760**
MANAGEMENT FEES	815,381	*2.8%*	8.35	1,905	725,582	*2.5%*	7.34	1,695	678,692	*2.5%*	7.42	1,586
INCENTIVE MANAGEMENT FEES	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
NON-OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
PROPERTY & OTHER TAXES	$ 325,661	*1.1%*	3.34	761	$ 310,187	*1.1%*	3.14	725	$ 295,019	*1.1%*	3.23	689
INSURANCE	124,979	*0.4%*	1.28	292	264,530	*0.9%*	2.67	618	166,618	*0.6%*	1.82	389
EQUIPMENT LEASE	45,397	*0.2%*	0.47	106	52,996	*0.2%*	0.54	124	59,882	*0.2%*	0.65	140
RETENTION PROGRAM	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
TOTAL FIXED EXPENSES	**$ 496,037**	***1.7%***	**5.08**	**1,159**	**$ 627,713**	***2.2%***	**6.35**	**1,467**	**$ 521,519**	***1.9%***	**5.70**	**1,219**
FF&E RESERVE	1,442,690	*5.0%*	14.78	3,371	1,437,837	*5.0%*	14.54	3,359	1,358,158	*5.0%*	14.85	3,173
NET INCOME AFTER RESERVE	**$ 2,864,144**	***9.9%***	**29.34**	**6,692**	**$ 2,695,271**	***9.4%***	**27.25**	**6,297**	**$ 1,190,901**	***4.4%***	**13.02**	**2,782**

Period	2020				2021				2022			
# of Keys	428				428				428			
Days	366				365				365			
Available Rooms	156,648				156,220				156,220			
Occupied Rooms	39,685				67,274				79,672			
Occupancy	25.3%	*-56.7%*			43.1%	*70.0%*			51.0%	*18.4%*		
ADR	$ 121.62	*-10.1%*			$ 138.98	*14.3%*			$ 145.00	*4.3%*		
RevPAR	$ 30.81	*-61.1%*			$ 59.85	*94.2%*			$ 73.95	*23.6%*		
RPI	58.1	*-21.4%*			82.7	*42.2%*			80.7	*-2.3%*		
REVENUES	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR
ROOMS REVENUE	$ 4,826,608	*49.5%*	121.62	11,277	$ 9,350,000	*56.1%*	138.98	21,846	$ 11,552,469	*55.8%*	145.00	26,992
F&B REVENUE	2,644,753	*27.1%*	66.64	6,179	4,755,000	*28.5%*	70.68	11,110	8,365,581	*40.4%*	105.00	19,546
MINOR OPERATED REVENUE	2,072,260	*21.3%*	52.22	4,842	2,237,000	*13.4%*	33.25	5,227	469,116	*2.3%*	5.89	1,096
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	*1,961,209*	*20.1%*	*49.42*	*4,582*	*2,100,000*	*12.6%*	*31.22*	*4,907*	-	*0.0%*	-	-
OTHER MOD	*111,051*	*1.1%*	*2.80*	*259*	*137,000*	*0.8%*	*2.04*	*320*	*167,116*	*0.8%*	2.10	*390*
MISCELLANEOUS INCOME	205,934	*2.1%*	5.19	481	318,000	*1.9%*	4.73	743	302,000	*1.5%*	3.79	706
TOTAL REVENUE	**$ 9,749,555**	***100.0%***	**245.67**	**22,779**	**$ 16,660,000**	***100.0%***	**247.64**	**38,925**	**$ 20,689,166**	***100.0%***	**259.68**	**48,339**
OPERATING EXPENSES	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR
ROOMS EXPENSE	$ 2,036,327	*42.2%*	51.31	4,758	$ 3,251,000	*34.8%*	48.32	7,596	$ 3,744,593	*32.4%*	47.00	8,749
F&B EXPENSE	3,051,867	*115.4%*	76.90	7,131	4,314,000	*90.7%*	64.13	10,079	6,274,186	*75.0%*	78.75	14,659
MINOR OPERATED EXPENSE	1,490,347	*71.9%*	37.55	3,482	1,795,000	*80.2%*	26.68	4,194	91,487	*19.5%*	1.15	214
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	*1,419,099*	*72.4%*	*35.76*	*3,316*	*1,720,000*	*81.9%*	*25.57*	*4,019*	-	*0.0%*	-	-
OTHER MOD	*71,248*	*64.2%*	*1.80*	*166*	*75,000*	*54.7%*	*1.11*	*175*	*91,487*	*54.7%*	*1.15*	*214*
TOTAL OPERATING EXPENSES	**$ 6,578,541**	***67.5%***	**165.77**	**15,370**	**$ 9,360,000**	***56.2%***	**139.13**	**21,869**	**$ 10,110,266**	***48.9%***	**126.90**	**23,622**
OPERATING PROFIT	**$ 3,171,014**	***32.5%***	**79.90**	**7,409**	**$ 7,300,000**	***43.8%***	**108.51**	**17,056**	**$ 10,578,900**	***51.1%***	**132.78**	**24,717**
UNDISTRIBUTED EXPENSES	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR
ADMINISTRATIVE & GENERAL	$ 1,686,008	*17.3%*	42.48	3,939	$ 2,217,000	*13.3%*	32.95	5,180	$ 2,172,362	*10.5%*	27.27	5,076
INFORMATION TECHNOLOGY	458,129	*4.7%*	11.54	1,070	540,000	*3.2%*	8.03	1,262	856,000	*4.1%*	10.74	2,000
SALES & MARKETING	931,818	*9.6%*	23.48	2,177	1,297,000	*7.8%*	19.28	3,030	1,965,471	*9.5%*	24.67	4,592
FRANCHISE FEES	118,231	*1.2%*	2.98	276	-	*0.0%*	-	-	-	*0.0%*	-	-
REPAIRS & MAINTENANCE	996,116	*10.2%*	25.10	2,327	1,247,000	*7.5%*	18.54	2,914	1,344,796	*6.5%*	16.88	3,142
UTILITIES	877,816	*9.0%*	22.12	2,051	1,072,000	*6.4%*	15.93	2,505	1,153,894	*5.6%*	14.48	2,696
TOTAL UNDISTRIBUTED EXPENSES	**$ 5,068,118**	***52.0%***	**127.71**	**11,841**	**$ 6,373,000**	***38.3%***	**94.73**	**14,890**	**$ 7,492,523**	***36.2%***	**94.04**	**17,506**
GROSS OPERATING PROFIT	**$ (1,897,104)**	***-19.5%***	**(47.80)**	**(4,432)**	**$ 927,000**	***5.6%***	**13.78**	**2,166**	**$ 3,086,377**	***14.9%***	**38.74**	**7,211**
MANAGEMENT FEES	208,300	*2.1%*	5.25	487	959,000	*5.8%*	14.26	2,241	413,783	*2.0%*	5.19	967
INCENTIVE MANAGEMENT FEES	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
NON-OPERATING EXPENSES	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR	AMT	*%REV*	POR	PAR
PROPERTY & OTHER TAXES	$ 289,885	*3.0%*	7.30	677	$ 295,019	*1.8%*	4.39	689	$ -	*0.0%*	-	-
INSURANCE	278,580	*2.9%*	7.02	651	166,618	*1.0%*	2.48	389	170,783	*0.8%*	2.14	399
EQUIPMENT LEASE	43,029	*0.4%*	1.08	101	59,882	*0.4%*	0.89	140	61,379	*0.3%*	0.77	143
RETENTION PROGRAM	-	*0.0%*	-	-	-	*0.0%*	-	-	100,000	*0.5%*	1.26	234
TOTAL FIXED EXPENSES	**$ 611,494**	***6.3%***	**15.41**	**1,429**	**$ 521,519**	***3.1%***	**7.75**	**1,219**	**$ 332,163**	***1.6%***	**4.17**	**776**
FF&E RESERVE	487,478	*5.0%*	12.28	1,139	833,000	*5.0%*	12.38	1,946	620,675	*3.0%*	7.79	1,450
NET INCOME AFTER RESERVE	**$ (3,204,376)**	***-32.9%***	**(80.75)**	**(7,487)**	**$ (1,386,519)**	***-8.3%***	**(20.61)**	**(3,240)**	**$ 1,719,756**	***8.3%***	**21.59**	**4,018**

Note: given there is a self-funded property plan to fully renovate the hotel in 2029, 3% Escrow withholding in the first 3 years and 4% after that is well in line with industry standards and more than sufficient to cover needs not associated with a full renovation. Once the $23 million-dollar renovation infusion in factored, the effective rate of escrow between 2022 and 2029 is actually 13% of revenue. SMMA can approach this however it prefers, this is the recommended approach during early years to preserve cash flow for revenue generation.

Period	2023				2024				2025			
# of Keys	428				428				428			
Days	365				366				365			
Available Rooms	156,220				156,648				156,220			
Occupied Rooms	93,732				101,821				103,105			
Occupancy	60.0%	*17.6%*			65.0%	*8.3%*			66.0%	*1.5%*		
ADR	$ 150.00	*3.4%*			$ 154.50	*3.0%*			$ 159.14	*3.0%*		
RevPAR	$ 90.00	*21.7%*			$ 100.43	*11.6%*			$ 105.03	*4.6%*		
RPI	88.2	*9.3%*			92.3	*4.6%*			90.6	*-1.8%*		
REVENUES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS REVENUE	$ 14,059,800	*50.8%*	150.00	32,850	$ 15,731,375	*50.9%*	154.50	36,756	$ 16,407,646	*50.9%*	159.14	38,336
F&B REVENUE	12,747,552	*46.0%*	136.00	29,784	14,263,114	*46.1%*	140.08	33,325	14,876,266	*46.1%*	144.28	34,758
MINOR OPERATED REVENUE	542,505	*2.0%*	5.79	1,268	576,781	*1.9%*	5.66	1,348	597,027	*1.9%*	5.79	1,395
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
OTHER MOD	*202,505*	*0.7%*	2.16	*473*	*226,581*	*0.7%*	2.23	*529*	*236,321*	*0.7%*	2.29	*552*
MISCELLANEOUS INCOME	340,000	*1.2%*	3.63	794	350,200	*1.1%*	3.44	818	360,706	*1.1%*	3.50	843
TOTAL REVENUE	**$ 27,689,857**	***100.0%***	**295.42**	**64,696**	**$ 30,921,470**	***100.0%***	**303.68**	**72,246**	**$ 32,241,645**	***100.0%***	**312.71**	**75,331**
OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS EXPENSE	$ 4,515,539	*32.1%*	48.18	10,550	$ 5,027,867	*32.0%*	49.38	11,747	$ 5,218,552	*31.8%*	50.61	12,193
F&B EXPENSE	8,285,909	*65.0%*	88.40	19,360	9,271,024	*65.0%*	91.05	21,661	9,669,573	*65.0%*	93.78	22,592
MINOR OPERATED EXPENSE	110,860	*20.4%*	1.18	259	124,041	*21.5%*	1.22	290	129,373	*21.7%*	1.25	302
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
OTHER MOD	*110,860*	*54.7%*	*1.18*	*259*	*124,041*	*54.7%*	*1.22*	*290*	*129,373*	*54.7%*	*1.25*	*302*
TOTAL OPERATING EXPENSES	**$ 12,912,308**	***46.6%***	**137.76**	**30,169**	**$ 14,422,932**	***46.6%***	**141.65**	**33,698**	**$ 15,017,498**	***46.6%***	**145.65**	**35,088**
OPERATING PROFIT	**$ 14,777,549**	***53.4%***	**157.66**	**34,527**	**$ 16,498,538**	***53.4%***	**162.03**	**38,548**	**$ 17,224,147**	***53.4%***	**167.05**	**40,243**
UNDISTRIBUTED EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ADMINISTRATIVE & GENERAL	$ 2,215,189	*8.0%*	23.63	5,176	$ 2,319,110	*7.5%*	22.78	5,418	$ 2,393,502	*7.4%*	23.21	5,592
INFORMATION TECHNOLOGY	877,400	*3.2%*	9.36	2,050	899,335	*2.9%*	8.83	2,101	921,818	*2.9%*	8.94	2,154
SALES & MARKETING	2,014,608	*7.3%*	21.49	4,707	2,064,973	*6.7%*	20.28	4,825	2,116,597	*6.6%*	20.53	4,945
FRANCHISE FEES	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
REPAIRS & MAINTENANCE	1,661,391	*6.0%*	17.72	3,882	1,855,288	*6.0%*	18.22	4,335	1,901,670	*5.9%*	18.44	4,443
UTILITIES	1,239,283	*4.5%*	13.22	2,896	1,296,795	*4.2%*	12.74	3,030	1,327,735	*4.1%*	12.88	3,102
TOTAL UNDISTRIBUTED EXPENSES	**$ 8,007,870**	***28.9%***	**85.43**	**18,710**	**$ 8,435,502**	***27.3%***	**82.85**	**19,709**	**$ 8,661,323**	***26.9%***	**84.00**	**20,237**
GROSS OPERATING PROFIT	**$ 6,769,679**	***24.4%***	**72.22**	**15,817**	**$ 8,063,037**	***26.1%***	**79.19**	**18,839**	**$ 8,562,824**	***26.6%***	**83.05**	**20,007**
MANAGEMENT FEES	553,797	*2.0%*	5.91	1,294	618,429	*2.0%*	6.07	1,445	644,833	*2.0%*	6.25	1,507
INCENTIVE MANAGEMENT FEES	7,083	*0.0%*	0.08	17	175,957	*0.6%*	1.73	411	191,372	*0.6%*	1.86	447
NON-OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
PROPERTY & OTHER TAXES	$ -	*0.0%*	-	-	$ -	*0.0%*	-	-	$ -	*0.0%*	-	-
INSURANCE	175,053	*0.6%*	1.87	409	179,429	*0.6%*	1.76	419	183,915	*0.6%*	1.78	430
EQUIPMENT LEASE	62,914	*0.2%*	0.67	147	64,486	*0.2%*	0.63	151	66,099	*0.2%*	0.64	154
RETENTION PROGRAM	100,000	*0.4%*	1.07	234	100,000	*0.3%*	0.98	234	102,500	*0.3%*	0.99	239
TOTAL FIXED EXPENSES	**$ 337,967**	***1.2%***	**3.61**	**790**	**$ 343,916**	***1.1%***	**3.38**	**804**	**$ 352,514**	***1.1%***	**3.42**	**824**
FF&E RESERVE	830,696	*3.0%*	8.86	1,941	927,644	*3.0%*	9.11	2,167	1,289,666	*4.0%*	12.51	3,013
NET INCOME AFTER RESERVE	**$ 5,040,136**	***18.2%***	**53.77**	**11,776**	**$ 5,997,090**	***19.4%***	**58.90**	**14,012**	**$ 6,084,440**	***18.9%***	**59.01**	**14,216**

Period	2026				2027				2028			
# of Keys	428				428				428			
Days	365				365				366			
Available Rooms	156,220				156,220				156,648			
Occupied Rooms	103,105				103,105				103,388			
Occupancy	66.0%	*0.0%*			66.0%	*0.0%*			66.0%	*0.0%*		
ADR	$ 163.91	*3.0%*			$ 168.83	*3.0%*			$ 173.89	*3.0%*		
RevPAR	$ 108.18	*3.0%*			$ 111.43	*3.0%*			$ 114.77	*3.0%*		
RPI	90.9	*0.3%*			90.9	*0.0%*			90.9	*0.0%*		
REVENUES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS REVENUE	$ 16,899,875	*50.9%*	163.91	39,486	$ 17,406,872	*50.9%*	168.83	40,670	$ 17,978,199	*50.9%*	173.89	42,005
F&B REVENUE	15,322,554	*46.1%*	148.61	35,800	15,782,230	*46.1%*	153.07	36,874	16,300,233	*46.1%*	157.66	38,085
MINOR OPERATED REVENUE	614,938	*1.9%*	5.96	1,437	633,386	*1.9%*	6.14	1,480	653,095	*1.8%*	6.32	1,526
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
OTHER MOD	*243,411*	*0.7%*	2.36	*569*	*250,713*	*0.7%*	2.43	*586*	*258,942*	*0.7%*	2.50	*605*
MISCELLANEOUS INCOME	371,527	*1.1%*	3.60	868	382,673	*1.1%*	3.71	894	394,153	*1.1%*	3.81	921
TOTAL REVENUE	**$ 33,208,894**	***100.0%***	**322.09**	**77,591**	**$ 34,205,161**	***100.0%***	**331.75**	**79,919**	**$ 35,325,680**	***100.0%***	**341.68**	**82,537**
OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS EXPENSE	$ 5,349,016	*31.7%*	51.88	12,498	$ 5,482,741	*31.5%*	53.18	12,810	$ 5,635,207	*31.3%*	54.51	13,166
F&B EXPENSE	9,959,660	*65.0%*	96.60	23,270	10,258,450	*65.0%*	99.49	23,968	10,595,152	*65.0%*	102.48	24,755
MINOR OPERATED EXPENSE	133,254	*21.7%*	1.29	311	137,252	*21.7%*	1.33	321	141,757	*21.7%*	1.37	331
SPA	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
GOLF	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
OTHER MOD	*133,254*	*54.7%*	*1.29*	*311*	*137,252*	*54.7%*	*1.33*	*321*	*141,757*	*54.7%*	*1.37*	*331*
TOTAL OPERATING EXPENSES	**$ 15,441,930**	***46.5%***	**149.77**	**36,079**	**$ 15,878,443**	***46.4%***	**154.00**	**37,099**	**$ 16,372,115**	***46.3%***	**158.36**	**38,253**
OPERATING PROFIT	**$ 17,766,964**	***53.5%***	**172.32**	**41,512**	**$ 18,326,718**	***53.6%***	**177.75**	**42,819**	**$ 18,953,566**	***53.7%***	**183.33**	**44,284**
UNDISTRIBUTED EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ADMINISTRATIVE & GENERAL	$ 2,465,307	*7.4%*	23.91	5,760	$ 2,539,266	*7.4%*	24.63	5,933	$ 2,622,450	*7.4%*	25.37	6,127
INFORMATION TECHNOLOGY	944,864	*2.8%*	9.16	2,208	968,485	*2.8%*	9.39	2,263	992,698	*2.8%*	9.60	2,319
SALES & MARKETING	2,180,095	*6.6%*	21.14	5,094	2,245,498	*6.6%*	21.78	5,246	2,319,058	*6.6%*	22.43	5,418
FRANCHISE FEES	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
REPAIRS & MAINTENANCE	1,958,721	*5.9%*	19.00	4,576	2,017,482	*5.9%*	19.57	4,714	2,083,572	*5.9%*	20.15	4,868
UTILITIES	1,367,567	*4.1%*	13.26	3,195	1,408,594	*4.1%*	13.66	3,291	1,454,738	*4.1%*	14.07	3,399
TOTAL UNDISTRIBUTED EXPENSES	**$ 8,916,554**	***26.8%***	**86.48**	**20,833**	**$ 9,179,326**	***26.8%***	**89.03**	**21,447**	**$ 9,472,515**	***26.8%***	**91.62**	**22,132**
GROSS OPERATING PROFIT	**$ 8,850,410**	***26.7%***	**85.84**	**20,679**	**$ 9,147,392**	***26.7%***	**88.72**	**21,372**	**$ 9,481,050**	***26.8%***	**91.70**	**22,152**
MANAGEMENT FEES	664,178	*2.0%*	6.44	1,552	684,103	*2.0%*	6.64	1,598	706,514	*2.0%*	6.83	1,651
INCENTIVE MANAGEMENT FEES	224,483	*0.7%*	2.18	524	258,708	*0.8%*	2.51	604	297,284	*0.8%*	2.88	695
NON-OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
PROPERTY & OTHER TAXES	$ -	*0.0%*	-	-	$ -	*0.0%*	-	-	$ -	*0.0%*	-	-
INSURANCE	188,513	*0.6%*	1.83	440	193,226	*0.6%*	1.87	451	198,056	*0.6%*	1.92	463
EQUIPMENT LEASE	67,751	*0.2%*	0.66	158	69,445	*0.2%*	0.67	162	71,181	*0.2%*	0.69	166
RETENTION PROGRAM	105,063	*0.3%*	1.02	245	107,689	*0.3%*	1.04	252	110,381	*0.3%*	1.07	258
TOTAL FIXED EXPENSES	**$ 361,326**	***1.1%***	**3.50**	**844**	**$ 370,360**	***1.1%***	**3.59**	**865**	**$ 379,619**	***1.1%***	**3.67**	**887**
FF&E RESERVE	1,328,356	*4.0%*	12.88	3,104	1,368,206	*4.0%*	13.27	3,197	1,413,027	*4.0%*	13.67	3,301
NET INCOME AFTER RESERVE	**$ 6,272,068**	***18.9%***	**60.83**	**14,654**	**$ 6,466,014**	***18.9%***	**62.71**	**15,108**	**$ 6,684,607**	***18.9%***	**64.66**	**15,618**

Period	2029				2030				2031			
# of Keys	428				428				428			
Days	365				365				365			
Available Rooms	156,220				156,220				156,220			
Occupied Rooms	93,732				101,543				103,105			
Occupancy	60.0%	*-9.1%*			65.0%	*8.3%*			66.0%	*1.5%*		
ADR	$ 179.11	*3.0%*			$ 188.06	*5.0%*			$ 195.59	*4.0%*		
RevPAR	$ 107.46	*-6.4%*			$ 122.24	*13.8%*			$ 129.09	*5.6%*		
RPI	82.6	*-9.1%*			91.3	*10.4%*			93.6	*2.5%*		
REVENUES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS REVENUE	$ 16,788,136	*50.8%*	179.11	39,225	$ 19,096,505	*50.0%*	188.06	44,618	$ 20,165,910	*50.3%*	195.59	47,117
F&B REVENUE	15,221,244	*46.0%*	162.39	35,564	16,984,371	*44.5%*	167.26	39,683	17,763,039	*44.3%*	172.28	41,502
MINOR OPERATED REVENUE	647,779	*2.0%*	6.91	1,514	1,687,967	*4.4%*	16.62	3,944	1,758,728	*4.4%*	17.06	4,109
SPA	-	*0.0%*	-	-	*1,000,000*	*2.6%*	9.85	*2,336*	*1,045,846*	*2.6%*	10.14	*2,444*
GOLF	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
OTHER MOD	*241,802*	*0.7%*	2.58	*565*	*269,810*	*0.7%*	2.66	*630*	*282,180*	*0.7%*	2.74	*659*
MISCELLANEOUS INCOME	405,978	*1.2%*	4.33	949	418,157	*1.1%*	4.12	977	430,702	*1.1%*	4.18	1,006
TOTAL REVENUE	**$ 33,063,137**	***100.0%***	**352.74**	**77,250**	**$ 38,187,001**	***100.0%***	**376.07**	**89,222**	**$ 40,118,379**	***100.0%***	**389.10**	**93,735**
OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ROOMS EXPENSE	$ 5,236,641	*31.2%*	55.87	12,235	$ 5,814,853	*30.4%*	57.26	13,586	$ 6,051,921	*30.0%*	58.70	14,140
F&B EXPENSE	9,893,808	*65.0%*	105.55	23,116	11,039,841	*65.0%*	108.72	25,794	11,545,976	*65.0%*	111.98	26,977
MINOR OPERATED EXPENSE	132,373	*20.4%*	1.41	309	847,706	*50.2%*	8.35	1,981	886,570	*50.4%*	8.60	2,071
SPA	-	*0.0%*	-	-	*700,000*	*70.0%*	*6.89*	*1,636*	*732,092*	*70.0%*	*7.10*	*1,710*
GOLF	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
OTHER MOD	*132,373*	*54.7%*	*1.41*	*309*	*147,706*	*54.7%*	*1.45*	*345*	*154,478*	*54.7%*	*1.50*	*361*
TOTAL OPERATING EXPENSES	**$ 15,262,822**	***46.2%***	**162.83**	**35,661**	**$ 17,702,401**	***46.4%***	**174.33**	**41,361**	**$ 18,484,466**	***46.1%***	**179.28**	**43,188**
OPERATING PROFIT	**$ 17,800,315**	***53.8%***	**189.91**	**41,590**	**$ 20,484,600**	***53.6%***	**201.73**	**47,861**	**$ 21,633,912**	***53.9%***	**209.82**	**50,547**
UNDISTRIBUTED EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
ADMINISTRATIVE & GENERAL	$ 2,454,487	*7.4%*	26.19	5,735	$ 2,834,864	*7.4%*	27.92	6,624	$ 2,978,242	*7.4%*	28.89	6,959
INFORMATION TECHNOLOGY	1,017,515	*3.1%*	10.86	2,377	1,042,953	*2.7%*	10.27	2,437	1,069,027	*2.7%*	10.37	2,498
SALES & MARKETING	2,170,526	*6.6%*	23.16	5,071	2,506,897	*6.6%*	24.69	5,857	2,633,688	*6.6%*	25.54	6,153
FRANCHISE FEES	-	*0.0%*	-	-	-	*0.0%*	-	-	-	*0.0%*	-	-
REPAIRS & MAINTENANCE	1,950,124	*5.9%*	20.81	4,556	2,252,338	*5.9%*	22.18	5,262	2,366,254	*5.9%*	22.95	5,529
UTILITIES	1,361,565	*4.1%*	14.53	3,181	1,572,570	*4.1%*	15.49	3,674	1,652,105	*4.1%*	16.02	3,860
TOTAL UNDISTRIBUTED EXPENSES	**$ 8,954,217**	***27.1%***	**95.53**	**20,921**	**$ 10,209,622**	***26.7%***	**100.54**	**23,854**	**$ 10,699,317**	***26.7%***	**103.77**	**24,998**
GROSS OPERATING PROFIT	**$ 8,846,098**	***26.8%***	**94.38**	**20,668**	**$ 10,274,978**	***26.9%***	**101.19**	**24,007**	**$ 10,934,595**	***27.3%***	**106.05**	**25,548**
MANAGEMENT FEES	661,263	*2.0%*	7.05	1,545	763,740	*2.0%*	7.52	1,784	802,368	*2.0%*	7.78	1,875
INCENTIVE MANAGEMENT FEES	220,980	*0.7%*	2.36	516	387,738	*1.0%*	3.82	906	467,803	*1.2%*	4.54	1,093
NON-OPERATING EXPENSES	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**	**AMT**	***%REV***	**POR**	**PAR**
PROPERTY & OTHER TAXES	$ -	*0.0%*	-	-	$ -	*0.0%*	-	-	$ -	*0.0%*	-	-
INSURANCE	203,008	*0.6%*	2.17	474	208,083	*0.5%*	2.05	486	213,285	*0.5%*	2.07	498
EQUIPMENT LEASE	72,960	*0.2%*	0.78	170	74,784	*0.2%*	0.74	175	76,654	*0.2%*	0.74	179
RETENTION PROGRAM	113,141	*0.3%*	1.21	264	115,969	*0.3%*	1.14	271	118,869	*0.3%*	1.15	278
TOTAL FIXED EXPENSES	**$ 389,109**	***1.2%***	**4.15**	**909**	**$ 398,837**	***1.0%***	**3.93**	**932**	**$ 408,808**	***1.0%***	**3.96**	**955**
FF&E RESERVE	1,322,525	*4.0%*	14.11	3,090	1,527,480	*4.0%*	15.04	3,569	1,604,735	*4.0%*	15.56	3,749
NET INCOME AFTER RESERVE	**$ 6,252,221**	***18.9%***	**66.70**	**14,608**	**$ 7,197,183**	***18.8%***	**70.88**	**16,816**	**$ 7,650,882**	***19.1%***	**74.20**	**17,876**

Penetration and comp sets

COMP SET 1	HISTORICAL									FORECAST	PROJECTION	
OCCUPANCY	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Stone Moutain Evergreen Hotel				**61.1%**	**61.8%**	**62.5%**	**63.3%**	**58.5%**	**25.3%**	**43.1%**	**51.0%**	**60.0%**
Change					*1.2%*	*1.1%*	*1.3%*	*-7.5%*	*-56.7%*	*70.0%*	*18.4%*	*17.6%*
COMP SET 1				**67.6%**	**68.4%**	**68.5%**	**65.2%**	**63.6%**	**31.5%**	**46.0%**	**56.3%**	**60.9%**
Change					*1.2%*	*0.1%*	*-4.8%*	*-2.5%*	*-50.5%*	*46.0%*	*22.5%*	*8.1%*
Stone Moutain Evergreen Hotel Index				90.3	90.4	91.2	97.1	92.1	80.4	93.6	90.6	98.6
Stone Moutain Evergreen Hotel Rank												
AVERAGE RATE												
Stone Moutain Evergreen Hotel				**$134.95**	**$135.24**	**$133.36**	**$135.74**	**$135.31**	**$121.62**	**$138.98**	**$145.00**	**$150.00**
Change					*0.2%*	*-1.4%*	*1.8%*	*-0.3%*	*-10.1%*	*14.3%*	*4.3%*	*3.4%*
COMP SET 1				**$149.45**	**$155.58**	**$162.47**	**$166.12**	**$168.52**	**$168.32**	**$157.46**	**$162.63**	**$167.54**
Change					*4.1%*	*4.4%*	*2.2%*	*1.4%*	*-0.1%*	*-6.5%*	*3.3%*	*3.0%*
Stone Moutain Evergreen Hotel Index				90.3	86.9	82.1	81.7	80.3	72.3	88.3	89.2	89.5
Stone Moutain Evergreen Hotel Rank												
REVPAR												
Stone Moutain Evergreen Hotel				**$82.39**	**$83.58**	**$83.33**	**$85.93**	**$79.22**	**$30.81**	**$59.85**	**$73.95**	**$90.00**
Change					*1.4%*	*-0.3%*	*3.1%*	*-7.8%*	*-61.1%*	*94.2%*	*23.6%*	*21.7%*
COMP SET 1				**$101.01**	**$106.42**	**$111.29**	**$108.31**	**$107.18**	**$53.02**	**$72.41**	**$91.59**	**$102.00**
Change					*5.3%*	*4.6%*	*-2.7%*	*-1.0%*	*-50.5%*	*36.6%*	*26.5%*	*11.4%*
Stone Moutain Evergreen Hotel Index				81.6	78.5	74.9	79.3	73.9	58.1	82.7	80.7	88.2
Stone Moutain Evergreen Hotel Rank												

SUBJECT	Rooms	Open Date	Mtng SF	SF/Room
Stone Moutain Evergreen Hotel	428	198908	64,302	150.2

COMP SET 1	Rooms	Open Date	Mtng SF	SF/Room
Hilton Peachtree City Hotel & Conference Center	250	198306	31,385	125.5
Legacy Lodge & Conference Center	280	198811	38,000	135.7
Chateau Elan Resort	300	199309	50,000	166.7
Emory Conference Center Hotel	325	199506	30,000	92.3
Hilton Atlanta/Marietta Hotel & Conference Center	198	199606	25,000	126.3
Georgia Tech Hotel & Conference Center	252	200308	21,000	83.3
Total	**1,605**		**195,385**	**121.7**

$152.16	**Stabilized-Deflated ADR (2019$)**
$16.85	*Var to 2019*
-$16.36	*Var to Comp Set*
$100.43	**Stabilized-Deflated RevPAR (2019$)**
$21.21	*Var to 2019*
-$6.75	*Var to Comp Set*

COMP SET 2	HISTORICAL									PROJECTION		
OCCUPANCY	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
COMP SET 2				**60.2%**	**61.2%**	**62.3%**	**61.9%**	**58.2%**	**36.6%**	**46.0%**	**55.1%**	**57.6%**
Change					*1.6%*	*1.8%*	*-0.6%*	*-6.0%*	*-37.1%*	*25.6%*	*19.8%*	*4.7%*
Stone Moutain Evergreen Hotel Index				101.4	101.0	100.3	102.3	100.6	69.2	93.6	92.6	104.1
AVERAGE RATE												
COMP SET 2				**$173.40**	**$183.28**	**$189.07**	**$195.08**	**$197.03**	**$208.28**	**$183.09**	**$189.42**	**$195.46**
Change					*5.7%*	*3.2%*	*3.2%*	*1.0%*	*5.7%*	*-12.1%*	*3.5%*	*3.2%*
Stone Moutain Evergreen Hotel Index				77.8	73.8	70.5	69.6	68.7	58.4	75.9	76.5	76.7
REVPAR												
COMP SET 2				**$104.45**	**$112.17**	**$117.79**	**$120.75**	**$114.67**	**$76.23**	**$84.19**	**$104.33**	**$112.67**
Change					*7.4%*	*5.0%*	*2.5%*	*-5.0%*	*-33.5%*	*10.4%*	*23.9%*	*8.0%*
Stone Moutain Evergreen Hotel Index				78.9	74.5	70.7	71.2	69.1	40.4	71.1	70.9	79.9

COMP SET 2	Rooms	Open Date	Mtng SF	SF/Room
Legacy Lodge & Conference Center	280	198811	38,000	135.7
Chateau Elan Resort	300	199309	50,000	166.7
The Lodge & Spa @ Callaway Gardens	150	200611	33,621	224.1
Total	**730**		**121,621**	**166.6**

COMP SET 3	HISTORICAL									PROJECTION		
OCCUPANCY	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
COMP SET 3				**66.9%**	**67.8%**	**67.3%**	**64.2%**	**64.0%**	**30.4%**	**46.0%**	**55.7%**	**60.2%**
Change					*1.4%*	*-0.7%*	*-4.6%*	*-0.3%*	*-52.5%*	*51.3%*	*21.1%*	*8.1%*
Stone Moutain Evergreen Hotel Index				91.3	91.2	92.8	98.6	91.5	83.3	93.6	91.6	99.6
AVERAGE RATE												
COMP SET 3				**$139.96**	**$145.56**	**$151.93**	**$155.11**	**$156.63**	**$156.16**	**$146.47**	**$152.11**	**$157.57**
Change					*4.0%*	*4.4%*	*2.1%*	*1.0%*	*-0.3%*	*-6.2%*	*3.8%*	*3.6%*
Stone Moutain Evergreen Hotel Index				96.4	92.9	87.8	87.5	86.4	77.9	94.9	95.3	95.2
REVPAR												
COMP SET 3				**$93.58**	**$98.69**	**$102.25**	**$99.58**	**$100.24**	**$47.47**	**$67.35**	**$84.72**	**$94.91**
Change					*5.5%*	*3.6%*	*-2.6%*	*0.7%*	*-52.6%*	*41.9%*	*25.8%*	*12.0%*
Stone Moutain Evergreen Hotel Index				88.0	84.7	81.5	86.3	79.0	64.9	88.9	87.3	94.8

COMP SET 3	Rooms	Open Date	Mtng SF	SF/Room
Hilton Peachtree City Hotel & Conference Center	250	198306	31,385	125.5
Legacy Lodge & Conference Center	280	198811	38,000	135.7
Emory Conference Center Hotel	325	199506	30,000	92.3
Hilton Atlanta/Marietta Hotel & Conference Center	198	199606	25,000	126.3
The Lodge & Spa @ Callaway Gardens	150	200611	33,621	224.1
Total	**1,203**		**158,006**	**131.3**

COMP SET 1	PROJECTION								DEC YTD		DEC TTM	
OCCUPANCY	2024	2025	2026	2027	2028	2029	2030	2031	2019	2020	2019	2020
0	**65.0%**	**66.0%**	**66.0%**	**66.0%**	**66.0%**	**60.0%**	**65.0%**	**66.0%**	**58.5%**	**25.3%**	**58.5%**	**25.3%**
Change	*8.3%*	*1.5%*	*0.0%*	*0.0%*	*0.0%*	*-9.1%*	*8.3%*	*1.5%*		*-56.8%*		*-56.8%*
COMP SET 1	**63.1%**	**65.1%**	**65.6%**	**65.6%**	**65.6%**	**65.6%**	**65.6%**	**65.6%**	**63.6%**	**31.5%**	**63.6%**	**31.5%**
Change	*3.6%*	*3.2%*	*0.7%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*		*-50.5%*		*-50.5%*
Stone Moutain Evergreen Hotel Index	103.0	101.3	100.7	100.7	100.7	91.5	99.1	100.7	92.0	80.3	92.0	80.3
Stone Moutain Evergreen Hotel Rank												
AVERAGE RATE												
Stone Moutain Evergreen Hotel	**$154.50**	**$159.14**	**$163.91**	**$168.83**	**$173.89**	**$179.11**	**$188.06**	**$195.59**	**$135.31**	**$121.62**	**$135.31**	**$121.62**
Change	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*5.0%*	*4.0%*		*-10.1%*		*-10.1%*
COMP SET 1	**$172.49**	**$177.92**	**$181.53**	**$186.98**	**$192.59**	**$198.36**	**$204.31**	**$210.44**	**$168.52**	**$168.32**	**$168.52**	**$168.32**
Change	*3.0%*	*3.1%*	*2.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*		*-0.1%*		*-0.1%*
Stone Moutain Evergreen Hotel Index	89.6	89.4	90.3	90.3	90.3	90.3	92.0	92.9	80.3	72.3	80.3	72.3
Stone Moutain Evergreen Hotel Rank												
REVPAR												
Stone Moutain Evergreen Hotel	**$100.43**	**$105.03**	**$108.18**	**$111.43**	**$114.77**	**$107.46**	**$122.24**	**$129.09**	**$79.16**	**$30.77**	**$79.16**	**$30.77**
Change	*11.6%*	*4.6%*	*3.0%*	*3.0%*	*3.0%*	*-6.4%*	*13.8%*	*5.6%*		*-61.1%*		*-61.1%*
COMP SET 1	**$108.82**	**$115.87**	**$119.02**	**$122.59**	**$126.27**	**$130.05**	**$133.95**	**$137.97**	**$107.18**	**$53.02**	**$107.18**	**$53.02**
Change	*6.7%*	*6.5%*	*2.7%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*		*-50.5%*		*-50.5%*
Stone Moutain Evergreen Hotel Index	92.3	90.6	90.9	90.9	90.9	82.6	91.3	93.6	73.9	58.0	73.9	58.0
Stone Moutain Evergreen Hotel Rank												

SUBJECT

0

COMP SET 1

Hilton Peachtree City Hotel & Conference Center
Legacy Lodge & Conference Center
Chateau Elan Resort
Emory Conference Center Hotel
Hilton Atlanta/Marietta Hotel & Conference Center
Georgia Tech Hotel & Conference Center

Total

COMP SET 2	PROJECTION								DEC YTD		DEC TTM	
OCCUPANCY	2024	2025	2026	2027	2028	2029	2030	2031	2019	2020	2019	2020
COMP SET 2	**59.7%**	**61.7%**	**62.1%**	**62.1%**	**62.1%**	**62.1%**	**62.1%**	**62.1%**	**58.2%**	**36.6%**	**58.2%**	**36.6%**
Change	*3.6%*	*3.2%*	*0.7%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*		*-37.1%*		*-37.1%*
Stone Moutain Evergreen Hotel Index	108.8	107.0	106.3	106.3	106.3	96.7	104.7	106.3	100.5	69.1	100.5	69.1
AVERAGE RATE												
COMP SET 2	**$201.24**	**$207.58**	**$211.79**	**$218.14**	**$224.68**	**$231.42**	**$238.37**	**$245.52**	**$197.03**	**$208.28**	**$197.03**	**$208.28**
Change	*3.0%*	*3.1%*	*2.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*		*5.7%*		*5.7%*
Stone Moutain Evergreen Hotel Index	76.8	76.7	77.4	77.4	77.4	77.4	78.9	79.7	68.7	58.4	68.7	58.4
REVPAR												
COMP SET 2	**$120.21**	**$127.99**	**$131.47**	**$135.41**	**$139.47**	**$143.66**	**$147.97**	**$152.41**	**$114.67**	**$76.23**	**$114.67**	**$76.23**
Change	*6.7%*	*6.5%*	*2.7%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*		*-33.5%*		*-33.5%*
Stone Moutain Evergreen Hotel Index	83.5	82.1	82.3	82.3	82.3	74.8	82.6	84.7	69.0	40.4	69.0	40.4

COMP SET 2

Legacy Lodge & Conference Center
Chateau Elan Resort
The Lodge & Spa @ Callaway Gardens

Total

COMP SET 3	PROJECTION								DEC YTD		DEC TTM	
OCCUPANCY	2024	2025	2026	2027	2028	2029	2030	2031	2019	2020	2019	2020
COMP SET 3	**62.4%**	**64.4%**	**64.9%**	**64.9%**	**64.9%**	**64.9%**	**64.9%**	**64.9%**	**64.0%**	**30.4%**	**64.0%**	**30.4%**
Change	*3.6%*	*3.2%*	*0.7%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*		*-52.5%*		*-52.5%*
Stone Moutain Evergreen Hotel Index	104.1	102.4	101.7	101.7	101.7	92.5	100.2	101.7	91.4	83.2	91.4	83.2
AVERAGE RATE												
COMP SET 3	**$162.22**	**$167.33**	**$170.73**	**$175.85**	**$181.12**	**$186.56**	**$192.15**	**$197.92**	**$156.63**	**$156.16**	**$156.63**	**$156.16**
Change	*3.0%*	*3.1%*	*2.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*		*-0.3%*		*-0.3%*
Stone Moutain Evergreen Hotel Index	95.2	95.1	96.0	96.0	96.0	96.0	97.9	98.8	86.4	77.9	86.4	77.9
REVPAR												
COMP SET 3	**$101.26**	**$107.81**	**$110.74**	**$114.06**	**$117.49**	**$121.01**	**$124.64**	**$128.38**	**$100.24**	**$47.47**	**$100.24**	**$47.47**
Change	*6.7%*	*6.5%*	*2.7%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*		*-52.6%*		*-52.6%*
Stone Moutain Evergreen Hotel Index	99.2	97.4	97.7	97.7	97.7	88.8	98.1	100.6	79.0	64.8	79.0	64.8

MARKET ANALYSIS

CBRE - MARKET - ATLANTA - UPPER-PRICED HOTELS

Year	Occupancy		ADR		RevPAR	
2016	74.4%	-	$157.81	-	$ 117.41	-
2017	74.5%	0.1%	$160.69	1.8%	$ 119.71	2.0%
2018	73.5%	-1.3%	$164.57	2.4%	$ 120.96	1.0%
2019	75.6%	2.9%	$172.49	4.8%	$ 130.40	7.8%
2020	33.3%	-56.0%	$142.82	-17.2%	$ 47.56	-63.5%
2021	47.9%	43.8%	$145.31	1.7%	$ 69.60	46.4%
2022	63.8%	33.2%	$156.83	7.9%	$ 100.06	43.8%
2023	68.9%	8.0%	$166.21	6.0%	$ 114.52	14.5%
2024	71.4%	3.6%	$171.12	3.0%	$ 122.18	6.7%
2025	73.7%	3.2%	$176.51	3.1%	$ 130.09	6.5%
2026	74.2%	0.7%	$180.09	2.0%	$ 133.63	2.7%

SUBMARKET - STONE MOUNTAIN AREA SUBMARKET - MID-PRICED HOTELS

Year	Occupancy		ADR		RevPAR	
2016	69.7%	-	$95.92	-	$ 66.86	-
2017	73.9%	6.0%	$96.60	0.7%	$ 71.39	6.8%
2018	69.4%	-6.1%	$97.83	1.3%	$ 67.89	-4.9%
2019	70.9%	2.2%	$102.56	4.8%	$ 72.72	7.1%
2020	52.1%	-26.5%	$90.77	-11.5%	$ 47.29	-35.0%
2021	57.5%	10.3%	$ 91.55	0.9%	$ 52.62	11.3%
2022	61.9%	7.7%	$ 95.67	4.5%	$ 59.20	12.5%
2023	64.8%	4.7%	$ 99.73	4.2%	$ 64.59	9.1%
2024	67.1%	3.6%	$ 102.67	3.0%	$ 68.91	6.7%
2025	69.3%	3.2%	$ 105.91	3.1%	$ 73.37	6.5%
2026	69.7%	0.7%	$ 108.05	2.0%	$ 75.37	2.7%

Market Penetration

Occ	ADR	RevPAR
94%	61%	57%
99%	60%	60%
94%	59%	56%
94%	59%	56%
156%	64%	99%
120%	63%	76%
97%	61%	59%
94%	60%	56%
94%	60%	56%
94%	60%	56%
94%	60%	56%

COMP SET 1

Year	Occupancy		ADR		RevPAR	
2015	67.6%	-	$ 149.45	-	$ 101.01	-
2016	68.4%	1.2%	$ 155.58	4.1%	$ 106.42	5.3%
2017	68.5%	0.1%	$ 162.47	4.4%	$ 111.29	4.6%
2018	65.2%	-4.8%	$ 166.12	2.2%	$ 108.31	-2.7%
2019	63.6%	-2.5%	$ 168.52	1.4%	$ 107.18	-1.0%
2020	31.5%	-50.5%	$ 168.32	-0.1%	$ 53.02	-50.5%
2021	46.0%	46.0%	$ 157.46	-6.5%	$ 72.41	36.6%
2022	56.3%	22.5%	$ 162.63	3.3%	$ 91.59	26.5%
2023	60.9%	8.1%	$ 167.54	3.0%	$ 102.00	11.4%
2024	63.1%	3.6%	$ 172.49	3.0%	$ 108.82	6.7%
2025	65.1%	3.2%	$ 177.92	3.1%	$ 115.87	6.5%
2026	65.6%	0.7%	$ 181.53	2.0%	$ 119.02	2.7%

Sub Market Penetration

Occ	ADR	RevPAR
N/A	N/A	N/A
98%	162%	159%
93%	168%	156%
94%	170%	160%
90%	164%	147%
60%	185%	112%
80%	172%	138%
91%	170%	155%
94%	168%	158%
94%	168%	158%
94%	168%	158%
94%	168%	158%

COMP SET 2

Year	Occupancy		ADR		RevPAR	
2015	60.2%	-	$ 173.40	-	$ 104.45	-
2016	61.2%	1.6%	$ 183.28	5.7%	$ 112.17	7.4%
2017	62.3%	1.8%	$ 189.07	3.2%	$ 117.79	5.0%
2018	61.9%	-0.6%	$ 195.08	3.2%	$ 120.75	2.5%
2019	58.2%	-6.0%	$ 197.03	1.0%	$ 114.67	-5.0%
2020	36.6%	-37.1%	$ 208.28	5.7%	$ 76.23	-33.5%
2021	46.0%	25.6%	$ 183.09	-12.1%	$ 84.19	10.4%
2022	55.1%	19.8%	$ 189.42	3.5%	$ 104.33	23.9%
2023	57.6%	4.7%	$ 195.46	3.2%	$ 112.67	8.0%
2024	59.7%	3.6%	$ 201.24	3.0%	$ 120.21	6.7%
2025	61.7%	3.2%	$ 207.58	3.1%	$ 127.99	6.5%
2026	62.1%	0.7%	$ 211.79	2.0%	$ 131.47	2.7%

Sub Market Penetration

Occ	ADR	RevPAR
N/A	N/A	N/A
88%	191%	168%
84%	196%	165%
89%	199%	178%
82%	192%	158%
70%	229%	161%
80%	200%	160%
89%	198%	176%
89%	196%	174%
89%	196%	174%
89%	196%	174%
89%	196%	174%

COMP SET 3

Year	Occupancy		ADR		RevPAR	
2015	66.9%	-	$ 139.96	-	$ 93.58	-
2016	67.8%	1.4%	$ 145.56	4.0%	$ 98.69	5.5%
2017	67.3%	-0.7%	$ 151.93	4.4%	$ 102.25	3.6%
2018	64.2%	-4.6%	$ 155.11	2.1%	$ 99.58	-2.6%
2019	64.0%	-0.3%	$ 156.63	1.0%	$ 100.24	0.7%
2020	30.4%	-52.5%	$ 156.16	-0.3%	$ 47.47	-52.6%
2021	46.0%	51.3%	$ 146.47	-6.2%	$ 67.35	41.9%
2022	55.7%	21.1%	$ 152.11	3.8%	$ 84.72	25.8%
2023	60.2%	8.1%	$ 157.57	3.6%	$ 94.91	12.0%
2024	62.4%	3.6%	$ 162.22	3.0%	$ 101.26	6.7%
2025	64.4%	3.2%	$ 167.33	3.1%	$ 107.81	6.5%
2026	64.9%	0.7%	$ 170.73	2.0%	$ 110.74	2.7%

Sub Market Penetration

Occ	ADR	RevPAR
N/A	N/A	N/A
97%	152%	148%
91%	157%	143%
93%	159%	147%
90%	153%	138%
58%	172%	100%
80%	160%	128%
90%	159%	143%
93%	158%	147%
93%	158%	147%
93%	158%	147%
93%	158%	147%

Stone Moutain Evergreen Hotel

Year	Occupancy		ADR		RevPAR	
2015	61.1%	-	$ 134.95	-	$ 82.39	-
2016	61.8%	1.2%	$ 135.24	0.2%	$ 83.58	1.4%
2017	62.5%	1.1%	$ 133.36	-1.4%	$ 83.33	-0.3%
2018	63.3%	1.3%	$ 135.74	1.8%	$ 85.93	3.1%
2019	58.5%	-7.5%	$ 135.31	-0.3%	$ 79.22	-7.8%
2020	25.3%	-56.7%	$ 121.62	-10.1%	$ 30.81	-61.1%
2021	43.1%	70.0%	$ 138.98	14.3%	$ 59.85	94.2%
2022	51.0%	18.4%	$ 145.00	4.3%	$ 73.95	23.6%
2023	60.0%	17.6%	$ 150.00	3.4%	$ 90.00	21.7%
2024	65.0%	8.3%	$ 154.50	3.0%	$ 100.43	11.6%
2025	66.0%	1.5%	$ 159.14	3.0%	$ 105.03	4.6%
2026	66.0%	0.0%	$ 163.91	3.0%	$ 108.18	3.0%

Comp Set 1 Penetration

Occ	ADR	RevPAR
90%	90%	82%
90%	87%	79%
91%	82%	75%
97%	82%	79%
92%	80%	74%
80%	72%	58%
94%	88%	83%
91%	89%	81%
99%	90%	88%
103%	90%	92%
101%	89%	91%
101%	90%	91%

Sub Market Penetration

Occ	ADR	RevPAR
N/A	N/A	N/A
89%	141%	125%
85%	138%	117%
91%	139%	127%
83%	132%	109%
49%	134%	65%
75%	152%	114%
82%	152%	125%
93%	150%	139%
97%	150%	146%
95%	150%	143%
95%	152%	144%

NEW SUPPLY

Property	Phase	Category	Distance from Subject (Mi.)	Direct Impact?	Open Date	Rooms
1 Residence Inn Atlanta Decatur	Underway	New Construction	8.6	No	11/21	125
2 Tru by Hilton Atlanta Northlake	Underway	New Construction	7.9	No	02/22	98
3 Fairfield Inn & Suites Stone Mou	Final Planning	New Construction	1.6	No	07/22	90
4 Avid Lithonia Stonecrest	Final Planning	New Construction	7.0	No	04/22	100
					Total	413

All New Supply - Cumulative Rooms by Year

2020	2021	2022	2023	2024	2025	2026
0	21	125	125	125	125	125
0	0	90	98	98	98	98
0	0	39	90	90	90	90
0	0	75	100	100	100	100
0	**21**	**329**	**413**	**413**	**413**	**413**